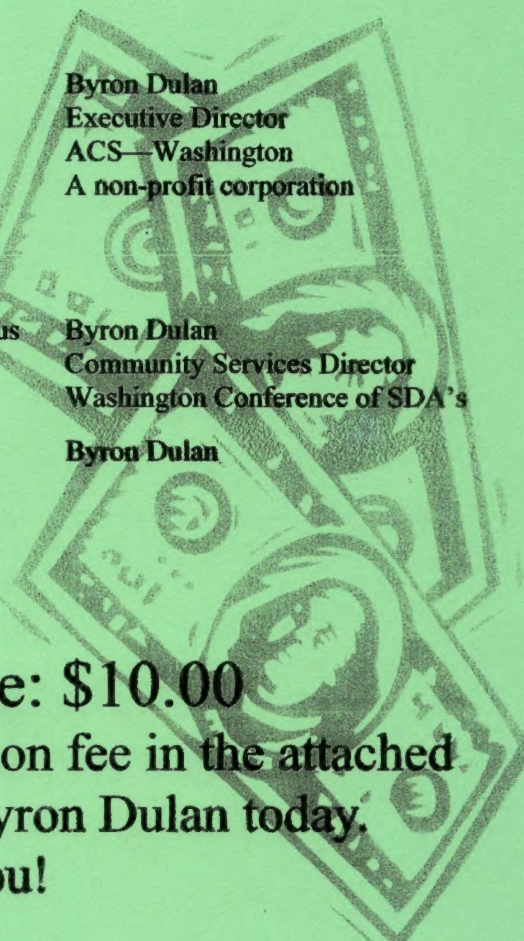
# ACS-Washington
# *Fundraising Conference*

## January 29, 2006

## Conference Office

3450 S 344th Way, Ste 200
Federal Way, WA 98001

| | | |
|---|---|---|
| **10:00 a.m.** | **"Biblical Perspectives on Fundraising"**<br>**"Funding Humanitarian Work"**<br>**"Donor Development"** | **Byron Dulan, Pastor**<br>**Lighthouse Christian Fellowship** |
| **11:00 a.m.** | **"Developing a Case Statement"**<br>**"Successful Ways to Ask"**<br>**"Faith Based Miracles"** | **Jan Davis**<br>**Director of Development**<br>**Auburn Adventist Academy** |
| **12:30 p.m.** | **LUNCHEON** | |
| **1:30 p.m.** | **"Orientation to Grantwriting"** | **Byron Dulan**<br>**Executive Director**<br>**ACS—Washington**<br>**A non-profit corporation** |
| **2:30 p.m.** | **BREAK** | |
| **2:40 p.m.** | **"Dynamics of Fundraising in Religious Organizations"** | **Byron Dulan**<br>**Community Services Director**<br>**Washington Conference of SDA's** |
| **3:00 p.m.** | **"Creating a Fundraising Plan"** | **Byron Dulan** |
| **4:00 pm.** | **CONCLUSION** | |



## Registration Fee: $10.00

**Please enclose your registration fee in the attached envelope and return to Byron Dulan today.**
**Thanks you!**

# ACS – Washington
# Fundraising Conference

Sunday, January 29, 2006 10 – 4 p.m. Wash. Conference Office

## BINDER TABLE OF CONTENTS

4

# Funding for Humanitarian Work

The Seventh-day Adventist Church provides funding for the charitable organization that it sponsors through three channels. The humanitarian work of ACS/ADRA is financed primarily by "outside" donations and grants. Almost all funds are designated for specific projects.

The principle of "leveraging" is applied to all funds from Adventist sources. In other words, money that ACS/ADRA receives from the offerings, donations and fund raising efforts of church members is put into programs which attract "matching funds" from outside donors. These offerings and donations should not to be used on programs which do not qualify for outside funding.

Unfortunately, this focus on "matching" funds means that a number of good programs will not be funded by effective ACS leaders, because to do so will undercut the overall "leveraging" strategy which is essential to develop the finances necessary. Throughout the ACS network, leaders at all levels must take responsibility for raising funds. No one can be tolerated who wants to spend money, but expects others to raise it.

## Church Offerings

Three offerings are included in the yearly schedule of the Seventh-day Adventist Church which provide funds for ACS programs. (In the following information, remember that ACS is an umbrella organization that includes the Inner City Program, health screening van programs, homeless ministries and a number of other activities, not just the traditional Dorcas Society.)

**The Famine & Disaster Relief Offering** each May is the only offering that Adventist churches take for ADRA projects overseas. About 90% is used to combat world hunger and respond to disasters around the world. At least 10% of the offering is given to ADRA's North American regional office to fund disaster response, refugee, and hunger programs here.

Under denominational policy, ADRA North America provides emergency seed money grants of $1,000 to $5,000 for declared disasters when an appropriate action plan is developed immediately. In very large disasters such as Hurricane Andrew or the Northridge earthquake, ADRA International also provides an additional match, more than doubling the funds available.

Only conference or state/province disaster response coordinators can apply for these emergency funds. They are very quickly released via a telephone conference call, and form the basis for the "quick response" policy of the Adventist disaster program.

**The Inner City Offering** is the only time each year that Adventist churches in the United States are asked to take an offering for the most disadvantaged communities in the nation. What is given by church members through this offering is augmented by an annual appropriation of $200,000 from ADRA International. (In Canada there is a different program.)

These funds go to two kinds of activities. In the conferences which have maintained the Inner City Program since it began in 1967, mini-grants are provided to sustain hundreds of anti-hunger projects' food pantries, soup kitchens, homeless shelters and street feeding. In addition, a few, substantial seed money grants are made each year to start model projects in major cities and other disadvantaged areas.

The guidelines for Inner City Program grants are included in Appendix A. ADRA North America can arrange for a consultant to assist local leaders who would like to develop a proposal.

**A yearly offering for each local ACS unit** is

* Support of the church to move greater resources
more than one place to get resources

included in the official calendar of offerings for the Seventh-day Adventist Church. If a local church is using a combined church budget it might not include this offering on one Sabbath each year, but it must then provide an appropriate share of the combined budget as a subsidy to the nearest ACS center or Inner City program.

Where the annual ACS offering is received on a Sabbath morning during worship, it is the usual practice for the ACS director to provide a report on the compassion ministries the church is sponsoring in the local community. It is appropriate for this report to be printed and handed out on Sabbath, and mailed to each church member.

If a local church is providing for ACS through its combined budget, it is even more important for an annual report on ACS activities and funding to be presented on a Sabbath morning and be mailed to each church member. This report and mailing can be scheduled at any time during the year and need not follow the date suggested in the offering calendar.

### The Annual Campaign

In addition to offerings in Adventist congregations, members of the church also give their time (and money) each year in a public campaign to gather support from individuals and businesses in the community. The "Ingathering" tradition is nearly 100 years old in the Adventist Church.

During the fall or the holiday season, every member is asked to help raise funds from among their friends, neighbors, work associates and the general public on behalf of the humanitarian work sponsored by the church. In 1993, the NAD Year-end Meeting voted to begin a process to "re-invent" this activity, and the 1998 session replaced the traditional Ingathering program with a new program.

**ADRA Annual Appeal** is the new program which has been piloted in Canada for more than five years, and the first United States conferences began to pilot in 1997. Under this program, all of the funds raised go to ADRA for humanitarian projects. Half goes to national and international ADRA projects. The other half is allocated for ACS to use within the conference. At least 25% is returned directly to any local ACS unit which has submitted an annual report for the previos year. In order to get funding from this source, local leaders need only to document that they are doing humanitarian work in line with the principles outlined in this book. (A blank, photocopiable annual report form is included at the back of this book). This is the same procedure that ADRA has used to build effective programs in many developing nations, and it is beginning to revitalize community service activities here at home.

**Campaign for Community** is a new program limited to no more than 25 sites across North America. Each of these pilot projects are "laboratories" for testing new methods of community service, fund raising and witness. Each includes a cluster of local churches working together with a local ADRA Affiliate agency.

**Combined Annual Campaign** is a program used in a few conferences which puts ADRA Annual Appeal together with other fund raising goals. A percentage of the total is transferred into ADRA Annual Appeal.

Some consider the annual appeal to be "just another offering." While it is true that about two-thirds of the funds raised each year come from donations by church members, it is also true that this tradition includes a number of other important values. The Adventist Church will be the poorer if these values are disregarded or lost.

### Visibility in the Community

The annual campaign is the most widely visible thing the Adventist Church does to be seen by the community. The total number of contacts made with the general public is larger than the circulation of *Time* magazine; it is far in excess of the combined audience of all Adventist media ministries and the circulation of all Adventist outreach periodicals. It is our one opportunity each year to report to the community about the humanitarian work we sponsor through ACS locally and ADRA around the world.

### Volunteerism by Church Members

This is the one time each year that every member is asked to pitch in and help with a worthwhile project. This tradition provides an opportunity for Adventist adults to demonstrate to their children and the youth in the church, as well as new mem-

bers, that we believe in rolling up our sleeves and helping! It is tangible evidence that we want to make a contribution to the needs in our community and overseas in the poorest nations.

### Viable Community Service Programs

It has been demonstrated time and again that ADRA Annual Appeal cannot succeed without a viable community service program in the local community throughout the rest of the year. We must upgrade our ACS activities and we need to mobilize support to enable that to happen. We need to be meeting needs in the community in a way that is viewed by civic leaders as a real contribution on the part of the Adventist Church.

### Giving to Humanitarian Needs

In today's materialistic world, it is a witness to the values of Jesus Christ simply to ask a person to make a donation to help the poor and hurting. We must not apologize for confronting the comfortable on behalf of the starving! The ministries of compassion described throughout this volume are entirely useless ideas, unless we go out, win supporters and raise the money necessary to implement them.

### Opportunities to Share Christ

As church members make contacts during the annual campaign, they find opportunities to pray with people, share the hope of Christ, and give people opportunity to enroll in Bible studies or other activities. The fact that we are involved in the community and in support of humanitarian work positions us to be accessible for those among the general public who have spiritual needs for which they are seeking answers. In addition to being good community relations and effective fund raising, the annual campaign is also great evangelism.

The new ADRA Annual Appeal uses new approaches to bring these values alive for new generations of Adventists. For many the traditional "Ingathering" program has lost its purpose, yet it embodies an important tradition, values that must thrive again.

### A Funding Strategy for Your Program

Over the past decade, ADRA's North American Regional Office has developed a funding strategy which can generate all of the money you need for your local program. Scores of experiments have provided a proven path which successfully raises more than $100,000 per year for many ACS units.

This information is based on a careful analysis of the financial reports of 103 local programs. It included a comparison of those who have been successful in raising sufficient funds to thrive, and those which have failed due to lack of funds. It also included a comparison of successful and unsuccessful Adventist programs with a number of similar programs sponsored by other faiths. The strategy is outlined in the diagram on page 40, and described below.

There is not sufficient space in this volume to include a complete description of the various fund raising methods and promotional tools mentioned. Detailed "how-to" information is provided in the resource materials listed at the end of the chapter.

### Step One, Church Appropriations

Other donors and organizations will not fund an Adventist program which the Church does not support financially. Regular appropriations from the sponsoring churches and conference(s) constitute about 10% to 15% of the yearly budget of successful local programs. The idea that "we cannot afford to fund this program, it must be funded from outside sources" is a myth. We have not found any real examples of this approach in North America.

Church appropriations constitute the "cornerstone funding" for a community-based program. As the "owners" of the program, the constituent church or churches must put the first cash "on the table" in order to attract other donors and get the "snowball" momentum going. The use of rent-free space in church buildings, the value of volunteer time by church members, and in-kind donations will not "count" in the eyes of outside donors. They operate strictly from a "show me the money" mentality.

Subsidy from the local church or churches, as

# The Proven Fund Raising Strategy for Community-based Programs

<table>
<tr><td colspan="2">Outside Grants, Contracts and<br>Corporate Donations<br>50%<br>(final phase)</td></tr>
<tr><td>Annual Campaign<br>10% to 15%<br>(third phase)</td><td>Fee-For-Service Income<br>10% to 15%<br>(fourth phase)</td></tr>
<tr><td>Church Appropriations<br>10% to 15%<br>(first phase)</td><td>Individual Donor Base<br>10% to 15%<br>(second phase)</td></tr>
</table>

well as funds from other denominational sources, and the designated donations of church members are all necessary for an ACS program to gain funding from outside sources. Corporations and foundations will look carefully at the level of financial support from the Adventist Church, as well as Adventist members, in deciding whether or not they will give funds to ACS units. If they feel that the Adventist organization and constituency is not adequately funding the program, they will not be interested in funding it either.

This is really about principle, and not about money. Every congregation, no matter how small or how financially pressed, can appropriate some money for unselfish service to meet the needs of the poor and suffering in the community. If not, how can it identify itself as really Christian in any sense?

Of course, that "some money" may be a small amount. Realistically, it may be true that what one local church is able to appropriate from its church budget is not sufficient to create the "critical mass" necessary to build a program that can get outside grants and donations. That is why it is recommended that several Adventist churches jointly sponsor a community action program, pooling their available funds until they can reach the necessary threshold.

### Step Two, Individual Donors

A number of church members will want to make personal, designated gifts to the program in addition to the offerings taken in church. As your program expands and becomes more visible in the community, you will find a growing number of other individuals who also want to make personal donations. A list of individual donors is contacted several times a year by direct mail and provides about 10% to 15% of the yearly budget in the successful local programs we studied.

Again, this is more a matter of principle than a matter of money! A network of friends and supporters is necessary to the success of any Community Service Center, Inner City program, van ministry, or other ACS unit. Not only is their financial support needed, but their prayers and verbal support are essential! The ministry of compassion is hard, lonely, heart-breaking work, and without a support network, no program can survive.

Regular reports to these individual donors, through a newsletter for example, is part of the accountability process necessary to build a successful program. Directors who believe that they do not have time to send out regular mailings, will find that people do not have time to support their program.

The size of your "donor base" the number of people on your mailing list who have sent you a check in the last year—is a basic measure used by community foundations and other donors to judge the effectiveness of your local organization and decide whether or not to invest in it. The majority of outside funding sources will not make grants to community organizations which have not developed a strong, active "donor base" because they believe such organizations lack the citizen participation that gives them staying-power and authenticity.

### Step Three, Annual Campaign

The function of the annual campaign is to reach out to the entire community, make them aware of the humanitarian work being done, and seek the support of donors and volunteers who do not give regularly during the rest of the year. In the successful programs we studied, about 10% to 15% of the annual budget comes from an annual campaign.

For every donor who sends a check to your program each month or every two or three months, there are two or three individuals who will make a donation once a year, . . . if they are asked! That "if" is one key to the importance of an annual campaign. There are two other, equally important reasons to do an annual campaign.

The annual campaign also provides a source for adding new donors to your program's donor base. Each person who is identified by writing a check or requesting regular information during the campaign, is added to the regular mailing list. A number of these will make repeated donations throughout the year as they receive appeal letters. As they read more about your program, they will

become part of your loyal support base.

In addition, the annual campaign provides an opportunity to remind your constituency of their relationship to your program. It is a visible mobilization of support by the entire Adventist membership. It is also the platform for you to give the entire community a report on your goals, activities and achievements, as well as the faith that provides the basis for your work.

An annual campaign usually lasts about 10 days, sometimes as long as three or four weeks. It often includes a kick-off prayer breakfast with an address by a public official or community leader, a special Campaign Sabbath in each of the participating Adventist churches, a mailing to all Adventist members as well as a number of the community residents, visits to each of the businesses in the community to ask for their support, news coverage in the local media, promotional materials, and an effort to get every church member to deliver a report to their work associates, neighbors and acquaintances. It is good idea to also include a special activity for the youth of the church.

The Seventh-day Adventist Church has an official program for the annual campaign, based on the "Ingathering" tradition. A new program was voted in 1998 called ADRA Annual Appeal which has replaced the Ingathering program.

### Step Four, Fee-for-Service Income

In the successful programs we studied, at least 10% to 15% of the annual budget comes from money earned by particular services. This includes registration fees for health education classes and family life seminars, charges for health screening tests or medical services, and income from thrift stores. This is an important way for your program to generate funding, one that is often overlooked in the planning of finances.

Some still remember a time when ACS had a policy to never sell donated clothing, and will immediate object to any discussion of a thrift store. On pages 114 through 116 there is a careful review of the pros and cons of thrift store operations. Carefully managed, within those guidelines, a thrift store can be a very effective method of helping the poor while protecting their dignity, and a source of income for your program.

Some church members will tell you that it is a bad idea to charge a registration fee for a stop smoking plan or other health education class or family life seminar. In fact, our study found that when an appropriate fee is charged, a larger num-

## Can We Use "In-Kind" to Get Matching Grants?

There is a widely-circulated myth that "in-kind donations" such as volunteer time and the rent-free use of space provided in church buildings can be used to get matching funds. In the 1960s a number of US government funding programs did test this idea in making community action grants, but it is no longer accepted by any foundation, corporation philanthropy program, or major donor. Government programs no longer use it, either.

Why? Because of the track record of failure among programs in which the sponsoring churches provided "in-kind" support, but no cash investment. Unless the sponsors put real money into a program, it seems that the program is likely to fail, and philanthropic organizations do not want to invest in proposals that are likely to fail.

One of the quickest ways to get your proposal rejected is to include volunteer time and rent-free facilities in the budget. Your budget must reveal that your sponsoring church or churches (or conference) is placing real cash into the program, or your proposal has little chance to be seriously considered.

Denominational policy follows the same principle. The NAD Working Policy does not permit ADRA North America to make Inner City grants or provide other seed money where the local match consists entirely of noncash elements.

ber of community residents will attend. They are skeptical of "free" events, fearing that there is a "hook" or hidden agenda. Many people in the community will also question the value or legitimacy of "free" seminars, assuming that they are "free" because they have little substance.

Of course, there are people who are so poor they cannot afford to pay the minimal prices in a thrift store or even a $5 registration fee for a class. This is why your program must provide basic services, including vouchers which can be issued by case workers to allow those who are in desperate need to get free clothing from the thrift store or attend classes free.

A medical clinic or family counseling service can use a "sliding-scale fee." This means that the fee charged is different for each person, depending on their annual household income. People with higher incomes pay a higher fee, while those with lower incomes pay a lower fee. The poorest may not pay any fee at all.

### Step Five, Grantsmanship

About half of the income in the successful programs we studied comes from grants, contracts and major donations from business corporations. But, we discovered that this income did not begin during the first few years of each program. The first four categories—church appropriations, individual donor base, an annual campaign, and fee-for-service income—had to be consolidated before a track record could be documented, and that is an essential element in being considered for grants.

We also found that income from grants, contracts and large donations by businesses never consistently exceeds the total income from the first four sectors. Donor organizations are unwilling to take the primary responsibility for funding your program. They are only willing to match what your program is generating from the other income sources.

There is tremendous competition for grants, contracts and major donations today. The foundations and corporations who provide these funds have careful procedures to make selections from among the large number of requests they receive. They quickly weed out requests from organizations that cannot document a track record of successful fund raising and effective operations.

It is unrealistic to think of starting a community service program that will be funded entirely by outside sources and not require any funding from within the Adventist community. In fact, if this strategy becomes apparent to community leaders, they find it insulting. They expect the Adventist Church and its members to make a significant investment in service to the community. They do not feel it is legitimate for us to try to do this entirely with other people's money.

### Seed Money from ADRA North America

ADRA's North American Regional Office has a very limited amount of seed money from the annual disaster and Inner City offerings. Almost all of the funds given are designated by the donor for specific projects. ***ADRA is not a funding source; it is a fund raising organization.***

In order to get maximum benefit from the limited seed money available, ADRA North America (and related denominational funding sources) will usually not seriously consider providing funding to a project that does not work to build a circle of local investors and use the funding strategy described above. A key policy in considering the use of seed money is the "sustainability" of projects. Unless your program is working to implement this funding strategy, it is clear from our study research that your program will not be sustained over a significant number of years ADRA North America cannot in good conscience invest in such programs.

Some other basics to keep in mind if you are seeking funding from any source:

1. Denominational funds go to agencies and projects affiliated with the church, not independent ministries. Unless the board of your organization is elected by an Adventist Church constituency, it will not be eligible for these funds.
2. We do not use denominational funds to give money to outside organizations. The obvious exception would be a collaborative program where ACS and another organization are working together as co-sponsors of an activity.

3. Federal law in both the United States and Canada, and the moral standards of our God, require that monies be used for the purpose the donor intended. It is illegal and immoral to take monies given for ACS activities and use them to purchase equipment or supplies for other purposes. If the local ACS unit owns, for example, a video projector, it can be rented to other programs or loaned on a quid pro quo basis.
4. These funds are not used to provide tuition assistance for needy students because ACS is not set up to screen these requests, and worthy student funds already operated in the Adventist Church significantly dwarf limited community service funds.

If you have a significant project in mind it is best to get some specialized help in planning the budget and funding mechanisms. Your conference ACS director can help, and there are consultants available through the Coalition for Compassion and ADRA's North American Regional Office. In Canada, you should contact ADRA Community Services at 115 Clarence Biesenthal Drive, Oshawa, Ontario L1K 2H5.

Where there is a vision for compassionate ministry and a real need, our God provides! He has opened the door in community after community where local leaders plan carefully and trust His guidance. The same can be true for you

### Training Events

Check with the United Way, the Voluntary Action Center or other coalition of nonprofit organizations in your area. Often they sponsor or know of one-day workshops on fund raising and grantsmanship. For example, in the United States the Foundation Center provides proposal-writing workshops in five or six major metropolitan areas each year.

Community colleges and state/province universities at times offer courses for the managers of nonprofit organizations. These may cover topics such as fund raising and recruiting volunteers, as well as leadership skills.

The Coalition for Compassion holds a yearly convention for directors of Adventist community programs. At that meeting there is usually a workshop on the topic of fund raising.

ACS provides a training event each quarter by satellite. These are live events, and you can ask questions and interact with the trainers by telephone. Each event includes two topics, each of which lasts for about an hour. A number of these topics are related to fund raising. The "Community Impact Series" is provided by the Adventist Communication Network, and anyone with a satellite dish can participate. You can get the schedule and topic for the next event, as well as the satellite coordinates, by dialing (800) ACN-1119.

ADRA's North American Regional Office conducts a Grantsmanship and Fund Raising School each summer. This is a 10-day advanced course designed for local agency directors and development officers. A prerequisite for attendance is to attend the Community Action Leadership School or go to the Grantsmanship and Fund Raising School with another officer from your local agency who has attended the Leadership School.

ADRA's North American Regional Office also has trainers and consultants who can work with local groups. Their time and travel budgets are limited, so requests for services need to be made well in advance to your national ACS director.

### Resource Materials

*Fund Raising Workshop* is a six-hour video seminar presented by a team headed by Ray Tetz and Monte Sahlin. It teaches a number of fund raising methods related to the funding strategy described in this chapter. Comes packaged with handout materials you can photo copy locally. Available from Advent*Source* at (800) 328-0525.

*How to Prepare a Case Statement* is a four-hour video seminar presented by the same team as Fund Raising Workshop. It teaches the step-by-step process of gathering the information and writing the goals necessary before any fund raising can begin. The "case" for why people should give you money is fundamental to any successful fund raising strategy. Comes packaged with hand-

out materials you can photo copy locally. Available from Advent*Source* at (800) 328-0525.

*Planning a Successful Annual Campaign* is a one-hour video seminar with Roland Carter and John Gavin. It outlines the specific considerations and provides tips for your annual campaign with handout materials you can photo copy locally. Available from Advent*Source* at (800) 328-0525.

# Motivations for Giving

First Gift ______________________

Subsequent Gifts ______________________

Upgrade ______________________

## Emotions

1. ______________________
2. ______________________
3. ______________________
4. ______________________
5. ______________________

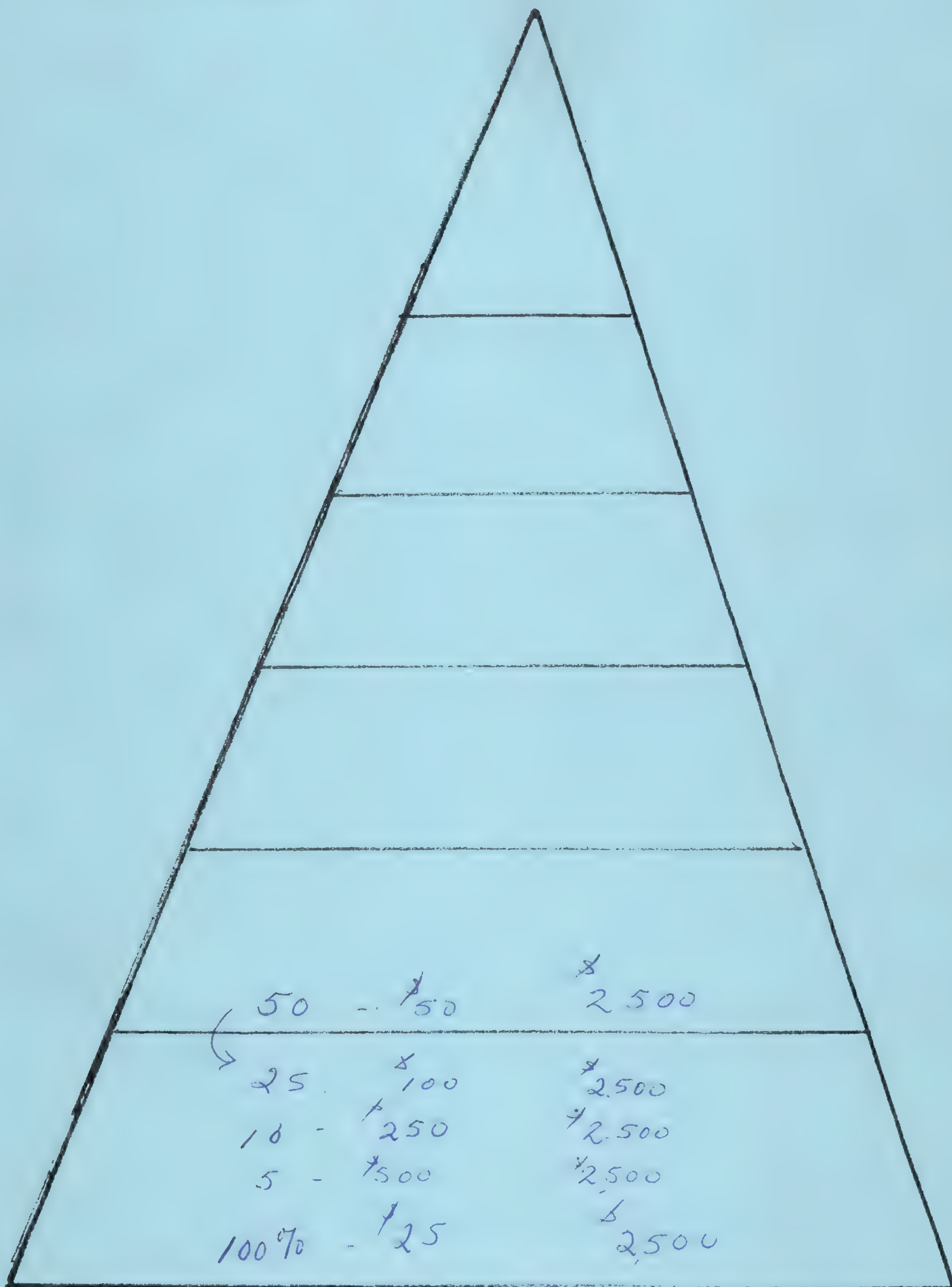
## Motivators for Sustained Support

1. ______________________
2. ______________________
3. ______________________
4.

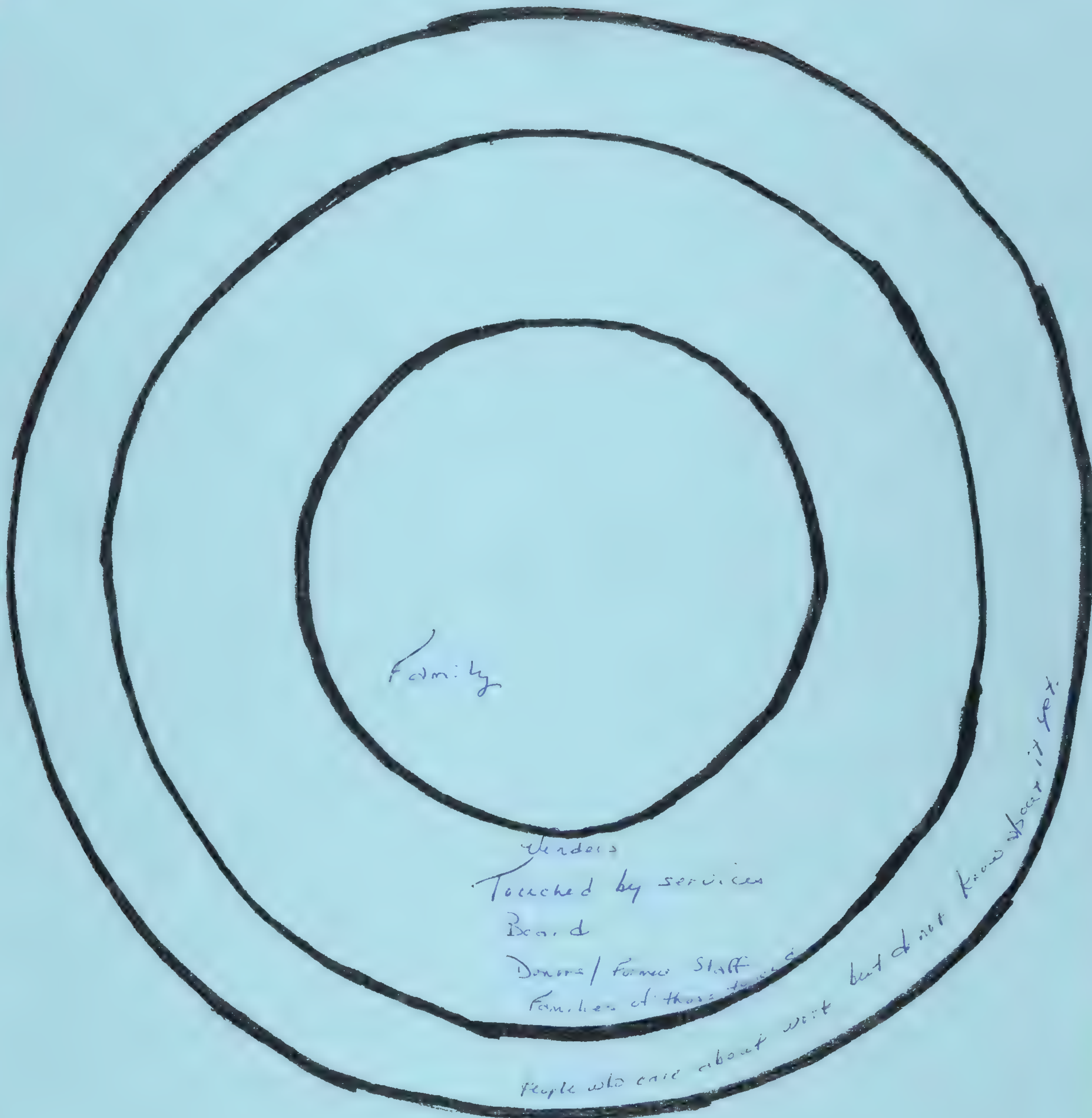
# Moves Management

# Donor Cultivation Ladder

# Donor Pyramid



# Circles of Influence



# Donor Profile Sheet

Name ______________________________________________

Address/City/Zip ______________________________________________

Phone/Fax/Email ______________________________________________

Occupation/Employer ______________________________________________

Partner/Children ______________________________________________

Other Interests ______________________________________________

Point of entry ______________________________________________

Gift History with us ____________________ ____________________

____________________ ____________________

____________________ ____________________

Involvement with us ____________________ ____________________

____________________ ____________________

Internal Contact ____________________ External Contact ____________________

Cultivation Steps & Dates ______________________________________________

______________________________________________

______________________________________________

______________________________________________

______________________________________________

Suggested Request & for What ______________________________________________

Suggested Solicitor/Team ______________________________________________

Follow-Up ______________________________________________

Notes ______________________________________________

______________________________________________

______________________________________________

______________________________________________

How do you want to be acknowledged for this gift?

# BIBLICAL PERSPECTIVES FOR FUNDRAISING

## PRINCIPLES OF CHRISTIAN STEWARDSHIP

1. God is __Creator______ and __owner_______ of everything. **Gen. 1:1**

2. Man is a __steward____ of God's resources. **Gen. 1:26-28**
"Be fruitful, multiply, replenish, exercise dominion"

3. Stewardship demands __total____ __commitment___. **Mt. 25:14**
""God's will done on earth as in heaven." **Mt. 6:9, 10.**

4. Stewardship demands __accountability___ . **Mt. 25:19, 1 Cor. 4:2**

5. God's _power_____ is unlimited. * "I can do all things thru Christ." **Phil 4:13**

God's _provisions___ are bountiful. "Supply all my needs according to His riches in glory." **Phil. 4:19.**

6. The five "T's" of Christian Stewardship:

**T**_reasure______

**T**_ime_________

**T**_emple_______

**T**_alent________ and

**T**_estimony_____.

trust

**Byron Dulan**
**Preparing to Take Off Ministries**

* Wallmart
Satec

# GOD'S BOUNTIFUL STOREHOUSE OF RESOURCES

| | | |
|---|---|---|
| A. Multiplying existing resources | Widow with the pots of oil.<br>Feeding the 5,000 | 2 Kings 4<br>Mt. 14:15-21 |
| B. Gifts from Believers | Building the Tabernacle | Ex 36: 5-7 |
| C. Back wages | Israelites given Egyptian jewels | Ex. 12:35,36 |
| D. Grants from Gov't | Nehemiah building Jerusalem's wall<br>( Starbucks ) | Neh. 2:8 |
| E. Gifts from Unbelievers | Pharaoh giving Goshen to Jacob | Gen. 47:6 |
| F. Gifts in Kind | Dorcas distributing coats etc. | Acts 9:39 |
| G. Technical assistance | Bezaleel fashioning Sanctuary furniture | Ex. 31:1-6 |
| H. Collaboration (Coalition) | Abraham's rescue of Lot | Gen 14:11-14 |
| I. Borrowing | Jesus' use of the donkey | Lu 19:29-35 |
| J. Barter (exchange) | Jacob and Esau: beans for birthright | Gen 25:33 |
| K. Investment Pledge | Ananias and Sapphira sale of property | Acts 5:1-5 |
| L. Abandonment (Lost and found) | The Syrian Army's desertion | 2 Kings 7 |
| M. Gifts from wealthy believers | Joseph of Arimathea and Nicodemus in Jesus' burial | Jn. 19:38,39 |
| N. Miracle | Water from the Rock - Meribah<br>Manna | Ex. 17<br>Ex. 16 |

**Byron Dulan**
**Preparing to Take Off Ministries**

## Stating Your Case for Support

**Presented By:**
Ken Turpen, CFRE
Rachelle B. Chaney, CFRE

## Defining Mission & Vision

- Each organization should have:
- A clear statement of what the organization is, what is does and who it serves.
- Where the organization is going
- Why the organization exists and what would be lost if it ceased to exist

## The Role & Value for Fund Raising?

- Charts the future direction of the organization and establishes a basis for organizational decision making.
- Creates a vision of the institution that others will want to share in.

## Vision

- The picture of the future for your organization. What it will look like and where it will be?

## What is a "Case"?

- Case, n. the reasons why an organization both needs and merits philanthropic support, usually by outlining the organization's programs, current needs, and plans (vision)
    - AFP, *Fund-Raising Dictionary*

## Internal Vs. External Case

- "The internal case is a 'data base', a compilation of information that will support the preparation of various documents and publications that will explain the organizations work"
    - Henry A. Rosso, *Achieving Excellence in Fund Raising*
- The external case tells the story of the organization- It must "sell" the project for a grant

## Purpose and Use of Your Case/Proposal

- States the aim, purpose and mission
- Shows how new programs/building etc. will enrich and benefit lives
- Clearly show how the organization impacts the community
- Why change must occur
- How the organization will remain viable long-term

## Steps in Developing the Case

- Starts with: A clear, concise and compelling summary (written last)
- Identify and validate the needs
- Document the needs
- Identify strategies to meet the needs
- Establish competency of organization & staff
- Explain who will benefit and what will be made possible

## Step's Continued

- Identify the resources that are required to fund the programs
- Explain why the prospect should give
- Explain how the prospect can give
- Respond to the unasked questions in the prospects minds

## Basic Components of the "Case"

- Organization's needs
- Goals
- Objectives
- Strategies and Tasks
- Staff
- The Cause
- Mission
- Budget
- Financial History
- Plans
- Facilities

AFP Survey Course

## Worksheet of Elements

- History –
  - When and why founded
  - The impact to date
- Current –
  - What we do for whom
  - The impact
  - Strengths
- The Gaps –
  - The needs
  - The obstacles
- The Vision –
  - Where you are going
- The Plan – Details
  - How we will reach the goals

## The Needs Statement

- This should be clearly documented
  - Use internal/external need assessments
  - Strategic Plan
  - Professional journals, newspapers, books
  - Census data and statistics, local and national
  - Surveys
  - Review of Federal and State organizations

## Pitfalls to Avoid

- Starting in history
- Unclear plan
- Unrealistic goals and expectations
- Too emotionally based
- Inaccurate details
- Taking it so personally you're hesitant to change it

## YOUR TURN TO PRACTICE

- Assure readers buy-in
- Carefully choose your words
- Appeal first to emotions, then to intellect
- Assure copy is not too busy and plain
- Tell readers what you what them to do
- Use visual aids and quotations
  - Adaptation from: Dr. Jerold Panas

## Developing Your Case

- Who will be a part of your "case" development team?
- Why does your organization exist? (It's mission)
- What is your organization currently doing?
- How will your organization achieve its goals?
- What services are provided by your organization?
- Describe the financial stability of institution.
- What is the specific program or project you are undertaking and what need in society is this addressing?
- How will your program and project meet the identified need in society unlike similar organizations are doing?
- Now tell your story in an accurate, compelling and inspiring way

## Evaluating Your Case

- Is it emotional as well as rational?
- Does it show how gifts make the difference?
- Does it evoke a sense of history?
- Does if offer proof that the plan will work?
- Is it concise?
- Does it focus on vision rather than need?
- Is it readable?
- It is attractive?
- Have your stake holders reviewed and approved?

## Other Proposal Core Components

- Realistic and detailed timelines
  - Include milestones and major events
- Methods of evaluation of progress
- Accountability process
- Budget and budget narrative

## Grant Seeking Websites

- www.GrantMaster.com
- The Gransmanship center at http://www.tgcigrantproposals.com
- Http://www.grantsbiz.com
- Grant writing tools at http://npguides.org/index.html
- Foundation Center at www.fdncenter.org

YOUR WRITTEN OR EXTERNAL CASE

The Case Statement--Your Case Working for You
It tells the story of your mission and your organization.

REMEMBER--a case statement DOES NOT RAISE MONEY!

BEFORE IT IS WRITTEN:

WHO WILL READ THIS?

Who should write it? NOT A COMMITTEE!
It must come from those involved in philanthropy
You may consider an outside, objective view.

Length--start with just a paragraph. **Any case statement should be able to be brought down to one, perhaps somewhat long, but one paragraph.** THEN it should be expanded into a full brochure. That brochure could include photos, stories, testimonials.

Sometimes your campaign may need a theme or could benefit from a theme. Of course, for identity to build it has to be seen and heard REPETITIOUSLY

It begins by identifying and validating the needs which your organization addresses--the **human needs.**
Quote a statistic on that need or document it.

"A January '97 Newsweek article "The crises in education" by Joe Smithstated that national test scores of kindergarten students....."

Your case statement should answer all these questions:

1. **What mission is the organization effectively fulfilling with current resources?**

<u>What are your successes?</u>
Is your organization competent? Why are YOU the people to meet the needs of society in this area?

2. **What continuing or new needs must be met?**

WHAT YOU ARE GOING TO DO, WHAT YOU CAN DO

Who will benefit? Focus on OPPORTUNITY, nor the organization.

NOT PROBLEMS, But SOLUTIONS

3. **How will the campaign add to the ability to meet these needs?**

CASE MUST SHOW HOW THE FUND RAISING CAMPAIGN WILL MAKE IT POSSIBLE?
DOLLARS RAISED==SOLUTION, needs will be better met

MAKE SURE DONOR IS BEING ASKED TO HELP, NOT GIVE $$

4. **How will the fund-raising be conducted?**

Overview of campaign.
GOALS
SCHEDULE

5. **Who supports your organization? Who supports the campaign?**

LEADERSHIP All this increases credibility
LEADERSHIP GIFTS FROM ORGANIZATIONS LISTED

6. **How does one give NOW?**

MOTIVATE then SECURE THE GIFT

List gift ranges and recognition levels.

List the gift opportunities--can one pledge.
memorial?
gift in kind?
what gift vehicles are appropriate?

SHOULD STRESS URGENCY AND ASK FOR GIFT

**DON"T FORGET** -- What's in it for your prospect? If you know WHY they would give, you can emphasize the benefits. Most people give because of some spiritual or emotional return. What is the value to your donor?

NOW YOU HAVE YOUR WRITTEN CASE STATEMENT. It's not enough to take it with you or give it to a volunteer. ANYONE making a personal solicitation must FEEL the case.

What stories substantial your success or illustrate the need?

What does the organization mean to you, to this volunteer? Why is the volunteer giving/involved?

Take along the living history--stories, stories, stories

# *The Auburn Adventist Academy Story*

*The Case Statement for*
*Auburn's Building on Excellence*
*Capital Campaign*

# The Auburn Adventist Academy Story

### *An Intentional Beginning*

Once upon a time, Auburn Adventist Academy was just an idea. It didn't have a location. There were no buildings. And there was no money to get started.

Then along came a handful of visionaries who knew what a difference it would make to build a Seventh-day Adventist boarding high school in Western Washington. They spent a year trying to choose the right place to build. Then they found it—a grassy plateau in the foothills of Mt. Rainier that overlooked the farmland of the Green River Valley. They imagined the buildings they would need to build . . . to begin, only an administration building that would include classrooms, library, chapel, kitchen, dining room and residence halls on either side for the men and ladies. It was a good plan, and it would meet the needs of dozens of young people in the region, preparing them for service to the Lord for the rest of their lives. But how to accomplish it?

Elder George Enoch oversaw the raising of the money, and in 1919 the doors opened and the ministry of Auburn Adventist Academy—then called Western Washington Missionary Academy—began. C.J. Goodman was one of the first students. "I can well remember the opening day of school," he says, " and the faculty wending their way to the rostrum through saw horses and piles of lumber." Eighteen months later, two weeks before the close of the school term in 1921, a fire destroyed the entire administration building. This could easily have been the end of the academy. Now more funds were needed to rebuild, and many people throughout the region were discouraged. But again, the vision for an Adventist school for young people prevailed, and under the leadership of principal L.C. Wilcox plans were laid immediately for rebuilding the academy. School started on time in 1921, in a new administration building along with a separate girls' dormitory.

Since those difficult beginnings, Auburn Adventist Academy has survived and grown through another fire, four wars, changes in staffing and leadership, a new campus, two name changes, and enrollment ups and downs. Today the vision that young people should receive a Christian education and develop a passion for serving God is still very much the same. Had it not been for

the men who over 80 years ago had a good idea and a plan, and who put their plan into action by raising money, Auburn Adventist Academy probably would not exist today. This school would not have shaped the lives of more than 6,000 young people who have attended over the years. In a very real way, their vision changed the world.

***That Vision Continues***

Today, that vision continues with the desire to make Auburn a life-changing and excellent place for young people to receive an education. Doing so requires a new kind of leadership and investment—from school leaders, alumni, and conference church members. In 1995, a vision for continuing Auburn's ministry in the 21st century was created. More than 300 academy shareholders met together to learn about the academy's past and present, and to plot a course for its future. Out of that "Vision for Today and Tomorrow" weekend conference, a master plan for the academy was born and today, the operating board and school leadership are doing their part to be sure the master plan is followed. "If you fail to plan, you plan to fail" goes the cliché, and we take that seriously at Auburn, especially in a day where Adventist schools around the world are struggling to survive financially. The school's master plan includes goals and plans in the areas of spiritual atmosphere, academic programs, land and facilities, and finances. The commitment of time and leadership from volunteers has not only helped to create a master plan, but also to begin turning vision into reality. Talented volunteers—engineers, land developers, architects, contractors, educators, consultants and more–have given their expertise to the cause of Christian education at Auburn.

Thanks to these efforts, in the five short years since 1995 Auburn has seen increasing enrollment, significant operating budget gains and a positive cash flow. The most recent school evaluation gave the academy high marks in all areas, and especially commended the school's board and administration for having a master plan. In 1998, the academy received the Academy Award of Excellence—recognizing it for excellence in a variety of areas and distinguishing it from all other academies nationwide. Because of Auburn's master plan, significant land development is possible, and a business partnership with *Generations*, of Portland, Ore. has been established which will soon result in a 278-unit retirement community and assisted living center located on academy property. These kinds of accomplishments secure the future of the academy and ensure

that young people will not only have a school to attend, but opportunities for employment that will allow them to pay for their education. But this is only the beginning.

### *A Campaign is Born*

The next step to continuing Auburn's progress is renewing the campus in specific ways so the academy can continue serving the needs of the growing dormitory and village student populations. A capital fund raising campaign can provide the money needed for major facility additions and improvements, allowing excellence to continue.

Originally called South Hall when it was built in 1946, the girls' dormitory is badly in need of replacement. Today, the all-wood structure with brick veneer is not only a safety hazard, but is no longer adequate for the electrical needs and lifestyles of the young women. A new residence hall will make safety and accessibility a priority, with improvements to the living spaces and new common areas like an easily accessible worship room, study room and computer lab, a lobby to entertain guests and adequate laundry and kitchen facilities.

Across campus, the current layout and organization of the administration building limits the academy's use of technology in the learning process, and is not meeting the needs of a growing village student population. Library space, a guidance center, and an area for student services must be added. In a day where the academy is required to accomplish so much with limited resources it is important to use staff time wisely, and to maximize classroom space and technology resources. Classrooms and administrative offices could be reorganized for better teamwork within departments and maximum efficiency. Reworking the existing chapel to include the music department and a performance-quality auditorium, while remodeling the former music building and administrative wing to accommodate departments like the library, guidance center and a student center will provide solutions for long-standing problems. In all, a campaign to renew the campus in these major ways will require raising $8 million for the academy. It's an exciting challenge. And it's all about Building on Excellence.

### *Can it really be done?*

Will a campaign for Auburn really be successful? It will be a success because we are building upon past achievements. The academy has raised money from individuals since the very beginning. However, since 1992 the academy has employed a full-time development

professional vested with the work of developing relationships with those who will support the school's ministry. The development program has grown steadily. Today, thousands of people make gifts to the academy each school year. "Major gifts" are no longer $100 or $500 gifts, but are $5,000, $25,000 and $100,000 gifts, such as the ones given this year. With the addition of class agent programs, the Hearts of Gold auction, the development council and land use committee, the academy continues to find ways to involve hundreds of volunteers in the ministry of Christian education each school year. With the leadership and advocacy of volunteers comes a broadened base of support and an increase in gifts from those outside the immediate circle of supporters—now, the academy sees community members and local businesses caring about young people at Auburn, too. Overall, development efforts have grown from raising $126,000 in 1992 to $325,000—with at least $225,00 going directly to provide scholarships and operating needs—annually. This growth has taken place because of the growing interest and commitment of volunteers, alumni, parents, staff, board members and conference church members. Together, they have risen to the challenges of continuing an excellent program at Auburn Adventist Academy. Together, they can make Auburn's Building on Excellence campaign a true success.

The academy board is committed to taking the next step in fulfilling the vision for Auburn and launching a successful campaign. These school trustees have invested in school leadership by recruiting and retaining a principal with a proven track record of success and leadership. Keith Hallam came to the academy in 1995 from Kansas where he had served as an academy principal. His experience as a teacher and administrator, and his Master's degree in education administration give him the credentials and experience to lead Auburn into a new century. Keith was instrumental in creating the school's master plan and continues to be a major advocate of master planning and volunteer leadership. He has put together an administrative team that works well together and manages not only many of the day-to-day operations, but knows how to build consensus with conference and volunteer leadership to move the academy forward. As a campaign begins, additional staffing in the development office and business office makes the Building on Excellence campaign realistic and poised for success.

***It's all about the Students***

The real excitement and driving force behind the campaign is its long-range impact on students. As fund raising dollars increase, as debt is retired, as buildings are upgraded and renewed

enrollment increases. As enrollment grows and budgets increase it allows for new thinking and planning and programs that impact students not just academically and spiritually, but personally, too. The Building on Excellence campaign to renew Auburn Adventist Academy is a natural outgrowth of the hard work that shareholders, board members, administration and staff put into creating a master plan for the school. This kind of progress is contagious: As the alumni, parents, church members, and community see the excitement of expanding programs and enrollments they will begin joining forces with the academy—allowing the school to reach even loftier goals.

***The Role of the Campaign***

Auburn Adventist Academy has been a leader in many areas since developing its master plan nearly five years ago. Actually, merely developing a plan showed great leadership: Auburn has been one of the few academies to develop a comprehensive master plan. Auburn has taken the lead in technology, integrating computers in the classroom and hardwiring the campus for ready Internet access. The school has insisted on a dedicated chaplain; and has given students important leadership roles like coordinating outreach options each Wednesday nights and on weekends, organizing church services and vespers, and serving on the Academy Church board. Auburn has been a leader in partnering with business: On-campus businesses provide students with jobs and a steady flow of income, and the partnership with *Generations* is an exciting new step in this direction. Indeed, the Building on Excellence campaign itself is another example of leadership and vision on the part of the board and administration of the academy. This campaign, well-thought out, planned over a long time period and now ready to begin; is the most ambitious fund-raising campaign ever attempted by an Adventist academy. Auburn is ready. Its constituents are ready. Auburn is continuing to lead.

# Typical Proposal Sequence for Presentation

Cover letter

Title Page

Summary

Introduction

Problem/Need

Objectives

Methods

Evaluation

Future Funding

Dissemination

Budget

Attachments

# Sequence For Proposal Development

*NEEDS STATEMENT* — shows a disparity gap between "What Is" and "What should be." Relates how the grant project will close or narrow the gap.

*OBJECTIVES* — lists measurable steps you will take to narrow or close the gap created in the needs statement.

*METHODS* — gives detailed descriptions of what you actually will do to accomplish or meet the objectives.

*EVALUATION* — outlines how you will measure the progress made and how you will determine the grant money was well spent.

*FUTURE FUNDING* — states a plan for keeping the initial investment alive and potential sources of future support.

*DISSEMINATION* — lets other know what your institution and the funding source have accomplished.

*BUDGET* — places a cost upon each line item related to your project.

*INTRODUCTION* — addresses the strengths of your organization and generates an interest to read through the proposal.

*TITLE PAGE* — describes your project and its end results (not the methods) which will provide client, user, or societal benefits. Clearly gives the amount requested.

*SUMMARY* — convinces the reader they will find what they want in the proposal by summarizing the objectives, activities, and costs.

*ATTACHMENTS* — provides additional materials such as proof of tax-exempt status, list of board members, audited financial statements, pictures, list of current/potential funding sources, etc.

*COVER LETTER* — personalizes, motivates, and points out any earlier contact you may have had with the grantor.

# Putting Together Your Proposal

*Here's how to convince a potential grantor to offer you funds.*

*By Arnold Falleder*

Life is an odyssey filled with the adventures of reward seeking, and the grant process is no different. You must be careful, however, not to let your job as proposal writer be governed by rewards, however justified. Your goal is not the reward. Your laborious trek is over when the proposal has been shipped. Your goal is to produce the proposal.

## *PARTS OF THE PROPOSAL*

There is no single proposal outline suitable for all fund request purposes. Each donor or grantor agency has its own special requirements, which it will enumerate in its RFP (Request for Proposal) or other directive, and each request involves different circumstances. Were you seeking funds for a training program, for instance, you would have to illustrate some curriculum or training regime. That would not be the case if you were proposing a program to rehabilitate housing. All activities which have traditional grant support have specially defined proposal requirements. Since the grantor's descriptive material will explain what you need to submit, the following should be viewed as an amplification of those requirements.

### *Title Page*

Begin with your organization's name, address, and phone number. Also include the name and phone number of a contact person. Next, give the project duration with proposed starting and closing dates, the amount requested in the grant, the name of the grantor being solicited, date of application, and program or activity title.

### *Abstract*

In a maximum of two pages, summarize your complete proposal, including cost estimate, the need as you see it, objectives, methods, evaluation design, and your plans for disseminating information on your project when it's over. Be sure to emphasize the relevance of your project to the grantor's policies.

### *Introduction*

Tell about your organization and its record. If you are a relatively new organization, explain why you got started and describe the accomplishments of your board and staff. Demonstrate local and other support, listing sources of your present support. If you have a significant sponsoring agency, present those credentials.

The introduction should include a *problem/need statement*, describing the need for this kind of project nationally or regionally. Describe the need in the area your project will affect. State the need (if possible) in terms of a single person or family. Document the problem with facts and statistics and offer expert opinions, including quotes if possible. Offer data from surveys, government studies, and opinions from community leaders. Outline the portion of the larger problem you plan to deal with. Document the local problem. Show how your project is unique. Show how your solution fits your organization's long-range or master plan. If the proposal is to private sources, explain that government funds are not available. Verify that you cannot finance the project internally.

### *Objectives*

Offer a general statement on what you wish to accomplish by mounting this program. What specifically do you want to achieve and by what date? (You may present these objectives in a graphic illustration). Show that these objectives are realistic, cost effective, and measurable.

## Methods

Describe the methods you plan to use to accomplish each of your enumerated objectives. Show the sequence of steps you will follow to achieve these objectives. (You may use a chart to illustrate these steps). Explain which staff members will be responsible for implementing specific objectives. Indicate line of accountability or authority.

## Personnel

Include curriculum vitae for project executives. If a new position has been created, offer the job description for this position, and indicate the level of person you are seeking to fill it.

## Evaluation

Furnish specific measurable criteria for project success. Tell which staff person will keep records and how you plan to collect data and monitor progress. Outline your reporting procedures, including the format and contents of evaluation reports.

## Relevant Bibliography

List and briefly describe some recent periodical and book publications which relate to your project. This portion of the proposal will indicate your awareness and knowledge and the significance of the project activity.

## Future Funding

Describe your future budget needs for this project (at the end of the program duration). Describe as realistically as possible your organization's plan for future funding. If you plan to ask for a renewal of the grant from this funding source, justify the request. Renewal is not unrealistic, but the circumstance of the renewal must be made attractive to the grantor.

## Dissemination

Enumerate groups who should receive information on your project, and explain why it is important to reach them. If you are requesting a newsletter or advertising plan as part of your budget, justify it as sharing information. Describe your total proposed method of dissemination. This may include conferences, adult or continuing education programs, etc.

## The Budget

Attaching a cost to your program is part of your expertise as a proposal writer. Too often, however, proposal writers make the mistake of calculating this cost too early in the proposal-writing process.

Put your emphasis on the program, not the price. Your goal is to excite the grantor with your program idea. Only after you have developed that idea to your satisfaction is it time to put a price on it.

Imagine that you were planning a construction job. First you would design the construction project and decide on the size of the structure, the materials needed, the number of elevators, etc. only then would you bring in an expert to price the job. That expert would report state-of-the-art cost for labor and materials. If this cost turned out to be greater than available financing, you might be able to reduce expenses, but to you would do so on a diminishing system. you might lop off pieces of the edifice (take out the second elevator, cut down the size), but you wouldn't eliminate its foundation. Likewise, don't put holes in your program's budget to satisfy a grantor's lack of finances.

True, a grantor's regulations may inform you that only a certain amount of money will be available for each funded proposal. You will then have to determine whether you can achieve your objectives for this figure. It may be that your program is unmanageable for less than a certain amount. If so, you'll simply move on to another task.

You'll often hear that grantors only look at budgets (a maxim which implies that grantors read little else in the proposal) and that they make proposal award decisions based on how much money you ask for. If this is true, it follows that if you ask for too much or too little, you will not be in the winner's circle.

There is a basic misunderstanding here. The misunderstanding has to do with what a program budget can mean to a skilled program reviewer. A professionally made request for a grant has many parts. The parts that reflect your activities—activities you are proposing to undertake as part of this program—are all items associated with costs. In our illustration of pricing a building, we included an elevator.

If we submit the building plan without the cost of an elevator, we have made a serious mistake. The omission suggests to the reviewer that we are less than authoritative.

Your program budget supports another sort of edifice. Without the proper finances it will not stand! If your narrative statement proposes program staffing, activities, space, or other items which you have not included in your budget, then your proposal product is half-baked and the work of an amateur. The winning proposal has a winning program, and that program represents a cost.

In preparing your budget, take time to research current prices and to document expenditures. Organize your budget carefully, breaking it into the following parts:

**Personnel**. In this portion of the budget, list all project staff, full and part time, who will be paid under this grant, along with their salaries and fringe benefits. Augment this listing with a copy of your organization's salary system and policy. If new jobs will be created, salaries should be consistent with those in similar organizations.

Consultant and contract services. This item covers specialists, experts, or other professionals (accountants and attorneys, for example) who are not employees of your organization but who will make some contribution to your program. Document the need for these consultants, and indicate, as specifically as possible, the type of background each consultant will need to have. If you name a specific person to be your consultant, be sure you have first verified that person's availability. Consultants' fees should be based on a unit cost: per session, per hour, per day, etc. Consultants' out-of-pocket expenses and other allowable charges should all appear in this category.

**Space costs**. Program space may include office, classroom, or storage space. It is usually reflected in the budget as a square foot cost. This item should include utilities and should be competitively priced.

**Equipment**. Program equipment is usually leased. If direct purchase is mandatory for some reason, negotiate first with the grantor program officer. (This restriction holds true mainly for federal grants, because of government procurement concerns; foundation grants generally have no such restrictions).

**Consumables**. List here all materials, such as office supplies, which will be consumed during the life of the program.

**Travel**. Estimate all staff and client travel, including local public transportation or out-of-town trips for conferences, meetings with the grantor, etc. Figure automobile mileage according to your organization's policy. Also reflected here would be per diem for trips, dinners, and taxis for staff working late, etc. All such occasions should be estimated. Fares on airlines or railroads should be budgeted at economy class levels.

**Telephone**. Again, you will need to estimate local and long distance charges. If the need can be established, you can request more sophisticated telephonic instruments, extra lines, hold buttons, such features as "call waiting," etc.

**Other costs**. List here any remaining non-personnel expenditures you think will be required.

Budgeting is a tricky business, at best. The important thing to realize is that everything you've mentioned in the body of your proposal having to do with your anticipated program has some cost connected to it, and that cost should appear in your budget.

A skilled government program officer or foundation program person will understand your entire program simply by studying your budget. If your budget is in error, that error will be quickly discovered, suggesting to reviewers that you've been less than thorough.

A well-organized budget makes for a professional presentation. It tells the grantor you know something about costs and suggests that you will spend the money efficiently. Many government programs end with dollars "unobligated" (unspent). Convincing a grantor that you can spend the grant funds is an important function of the proposal, and you can usually do so by offering a sound "Method" and well-researched "Budget" section.

## *The Appendix*

This is a catch-all section that is usually determined by the nature of the grant area. Major items would include copies of publications or newspaper coverage about your organization; letters of endorsement from elected and other officials; and certifications that may be required by the grantor. Federal grants require no less than 30 pages of boiler plate certifications from "Buy American" to "Equal Employment." For other grants, such

certification as the use of animals in experimentation may be required.

## *Final Details*

An index is not required, but a clearly labeled table of contents is mandatory. If you have received a deadline extension for some reason and the proposal is coming in after the announced deadline (allowable under your extension), include a copy of the letter approving the extension. You will be asked to send one original and several copies of the proposal. The original should have all the correct signatures and corporate seals. Do not send fuzzy, illegible copies—a sloppy copy can undo all your hard work.

What is not complex is still vital, and that concerns the simple business of having your proposal well edited, with clear pagination, devoid of misspellings and typos, and produced on one typewriter or word processor. The visual impact of reading a document produced in different type faces is a disaster. Ideas, insights, and weighty conclusions go limp in the face of the message signaled by such rudimentary oversights.

## *HOW MUCH SHOULD YOU SPEND?*

How much money you should put into creating your proposal is an often overlooked question but an important one. Most grantor guidelines caution the grantee not to produce an overly expensive document. Such cautions need not be taken literally; they are the grantors way of saying they don't want to be responsible if you spend money on the proposal and then they don't fund it.

My uninhibited feeling is to say, "Forget the cost!" I recommend that you insert charts, graphs, and pull-outs in attractive colors, because they are appealing and represent information in the most effective manner. Grantors have been treated to glossy, well designed brochures for years; they recognize a good piece of graphic work and respond to it. A non-professional job will take you out of the running.

Remember that this work represents countless hours of time, and with a shabby package you're losing the value of all your labor costs. If you spend $10,000 in staff time, isn't it reasonable to spend another $750 to create an attractive package?

## *CLARITY IS THE KEY*

Your primary job as a proposal writer is to seek out the motives of various granting agencies and find the grantor whose purposes best fit those of your organization. Likewise, your main task in writing the proposal should be to make that match clear to the grantor.

Cover the substance of your proposal in as many pages as you need for a clear exposition. Even when grantor regulations put a limit on the narrative portion of the text (grantors have suggested 25 pages of doubled-spaced, single-sided manuscript, with ample margins), take this as a guiding principle, not a rigid directive. Brevity does not insure clarity. And it is clarity, above all, for which you strive. ■

Reprinted with permission of *Nonprofit World*, Vol 7, No. 6, November/December 1989.

# GRANTS RESEARCH

# Grant Research
# What to look for initially

- What are the deadlines for submission?
- Do they want a short letter first?
- Have they given to organizations like yours before? How long ago?
- In what amounts?
- Whom might your contacts know on the board of trustees or executive staff?

# GRANT RESEARCH
## What to look for initially?

- What corporate, public or private foundation gives to your geographic area?
- to related fields of community services?
- to your targeted program area
- for general support
- for equipment
- for capital improvements/additions

Pre-letter - attempting to do

# Corporate Foundation hints

Find out if company has location nearby and what their fiscal year is and whether you know employees.

# What to send for?

- Guidelines
- Applications (if relevant)
- Annual Report
- Brochure

# Grant Research Options

- National Directories
- State / Regionnal Directories
- Computer web sites/ software/ cd rom
- Subject Directories
- Major Donor Directories
- Corporation Directories
- 990 PF returns

# Electronic Resources at The Foundation Center -- Foundation directories

| CD-ROM DATABASE | PRINT VERSION | CONTENTS | INFORMATION IN EACH RECORD | HIGHLIGHTS |
|---|---|---|---|---|
| **The Foundation Center's FC SEARCH** | *The Foundation Directory*<br>*The Foundation Directory Part 2*<br>*National Directory of Corporate Giving*<br>*Guide to U.S. Foundations* | **45,000** private, community and corporate foundations and direct corporate giving programs.<br><br>Updated biannually | Grantmaker, name, address and telephone number<br>Grantmaker type<br>Background<br>Purpose and activities<br>Geographic focus<br>Types of support<br>Limitations<br>Officers and Trustees<br>Number of staff<br>Financial data | Very user-friendly.<br>Provides extensive information on foundation and corporate giving.<br>Sophisticated search engine allows you to combine search criteria to compile a list of appropriate funders.<br>Index function lets you go right to a specific foundation. |
| **Taft's PROSPECTOR'S CHOICE** | *Directory of Corporate and Foundation Givers* | **10,000** corporate and private foundations and corporate giving programs. Does not include community foundations.<br><br>Updated annually | Grantmaker name, address and telephone number<br>Application information<br>Funding priorities<br>Limitations statement<br>Financial information<br>Officers and/or trustees<br>Sample grants | Provides extensive information on foundation and corporate giving.<br>Long records (5-10 printed pages).<br>Often contains detailed entries on officers and/or trustees. |
| **Tax Analytsts' INFOTAX** | I.R.S.' *Cumulative List of Organizations* | **1,000,000** tax exempt organizations<br><br>Updated quarterly | Organizations name and address<br>I.R.S. classification<br>Principal activity<br>Assets and income<br>Type of tax return filed -- 990 or 990-PF<br>Date of last return filed | Gives limted information on over 1,000,000 nonprofit organizations.<br>Does not provide information on giving or grants. |

# Electronic Resources at The Foundation Center -- Grants databases

| CD-ROM DATABASE | PRINT VERSION | CONTENT | INFORMATION IN EACH RECORD | HIGHLIGHTS |
|---|---|---|---|---|
| **The Foundation Center's FC SEARCH** | *Foundation Grants Index*<br><br>*Grants Guides* (series) | **200,000** grants of over $10,000 awarded by the largest U.S. foundations.<br><br>Updated biannually | Grant recipient<br>Location<br>Type of Recipient<br>Grantmaker<br>Grant amount<br>Year authorized<br>Description<br>Type of Support<br>Subject(s) | Very user-friendly.<br>Sophisticated search engine lets you combine criteria to compile a list of grants.<br>Easy to use index function lets you do focus on specific organizations.<br>Also provides link to complete grantmaker entry. |
| **Oryx GRANTS DATABASE** | *Directory of Research Grants*<br><br>*Directory of Biomedical and Health Care Grants*<br><br>*Directory of Grants in the Humanities* | **8,600** currently available grants offered by federal, state and local governments, commercial organizations, associations, private and community foundations.<br><br>Updated bimonthly | Grant sponsor<br>Application information<br>Funding priorities<br>Financial information<br>Limitations statement | Lists grants to individuals.<br>Provides detailed information on specific grants.<br>Includes some grants listed in the *Catalog of Federal and Domestic Assistance*.<br>Same information as in print directory. |
| **The Chronicle GUIDE TO GRANTS** | *Chronicle of Philanthropy*<br><br>*Chronicle of Higher Education* | **20,000** grants of $10,000 or more, awarded by private, community and corporate foundations.<br><br>Updated bimonthly<br><br>(For the most recent grants, consult the print version) | Application information<br>Grantmaker<br>Grant recipient<br>Grant description and amount<br>Officers and board members<br>Publication date in *Chronicle* | Lists grants awarded to nonprofit organizations.<br>Allow you to do key word and subject searches.<br>Also contains some grantmaker information. |

# Electronic Resources at The Foundation Center -- Grants databases

| CD-ROM DATABASE | PRINT VERSION | CONTENT | INFORMATION IN EACH RECORD | HIGHLIGHTS |
|---|---|---|---|---|
| **The Foundation Center's FC SEARCH** | *Foundation Grants Index*<br><br>*Grants Guides* (series) | **200,000** grants of over $10,000 awarded by the largest U.S. foundations.<br><br>Updated biannually | Grant recipient<br>Location<br>Type of Recipient<br>Grantmaker<br>Grant amount<br>Year authorized<br>Description<br>Type of Support<br>Subject(s) | Very user-friendly.<br>Sophisticated search engine lets you combine criteria to compile a list of grants.<br>Easy to use index function lets you do focus on specific organizations.<br>Also provides link to complete grantmaker entry. |
| **Oryx GRANTS DATABASE** | *Directory of Research Grants*<br><br>*Directory of Biomedical and Health Care Grants*<br><br>*Directory of Grants in the Humanities* | **8,600** currently available grants offered by federal, state and local governments, commercial organizations, associations, private and community foundations.<br><br>Updated bimonthly | Grant sponsor<br>Application information<br>Funding priorities<br>Financial information<br>Limitations statement | Lists grants to individuals.<br>Provides detailed information on specific grants.<br>Includes some grants listed in the *Catalog of Federal and Domestic Assistance*.<br>Same information as in print directory. |
| **The Chronicle GUIDE TO GRANTS** | *Chronicle of Philanthropy*<br><br>*Chronicle of Higher Education* | **20,000** grants of $10,000 or more, awarded by private, community and corporate foundations.<br><br>Updated bimonthly<br><br>(For the most recent grants, consult the print version) | Application information<br>Grantmaker<br>Grant recipient<br>Grant description and amount<br>Officers and board members<br>Publication date in *Chronicle* | Lists grants awarded to nonprofit organizations.<br>Allow you to do key word and subject searches.<br>Also contains some grantmaker information. |

# Electronic Resources at The Found[illegible]n Center -- Foundation director[illegible]

| CD-ROM DATABASE | PRINT VERSION | CONTENTS | INFORMATION IN EACH RECORD | HIGHLIGHTS |
|---|---|---|---|---|
| **The Foundation Center's FC SEARCH** | *The Foundation Directory*<br>*The Foundation Directory Part 2*<br>*National Directory of Corporate Giving*<br>*Guide to U.S. Foundations* | **45,000** private, community and corporate foundations and direct corporate giving programs.<br><br>Updated biannually | Grantmaker, name, address and telephone number<br>Grantmaker type<br>Background<br>Purpose and activities<br>Geographic focus<br>Types of support<br>Limitations<br>Officers and Trustees<br>Number of staff<br>Financial data | Very user-friendly.<br>Provides extensive information on foundation and corporate giving.<br>Sophisticated search engine allows you to combine search criteria to compile a list of appropriate funders.<br>Index function lets you go right to a specific foundation. |
| **Taft's PROSPECTOR'S CHOICE** | *Directory of Corporate and Foundation Givers* | **10,000** corporate and private foundations and corporate giving programs. Does not include community foundations.<br><br>Updated annually | Grantmaker name, address and telephone number<br>Application information<br>Funding priorities<br>Limitations statement<br>Financial information<br>Officers and/or trustees<br>Sample grants | Provides extensive information on foundation and corporate giving.<br>Long records (5-10 printed pages).<br>Often contains detailed entries on officers and/or trustees. |
| **Tax Analytsts' INFOTAX** | I.R.S.' *Cumulative List of Organizations* | **1,000,000** tax exempt organizations<br><br>Updated quarterly | Organizations name and address<br>I.R.S. classification<br>Principal activity<br>Assets and income<br>Type of tax return filed -- 990 or 990-PF<br>Date of last return filed | Gives limted information on over 1,000,000 nonprofit organizations.<br>Does not provide information on giving or grants. |

# Fundraising In Religious Organizations

# Sample Grant Guidelines

# ACS – Washington
# Hope for Humanity Appropriations
# Request for Proposals

To provide Innovative Community Service, Inner City and Disadvantaged area programs

**Summary:**

Adventist Community Services – Washington is requesting applications for proposals that provide innovative community service, inner city and disadvantaged area programs. Funding will provide Seed Money for programs administered by eligible Washington Conference organizations. Program activity must demonstrate that it focuses on lifting the disadvantaged from social and economic injustice and helps them achieve self-sufficiency, not just provide relief. Grants will be awarded on a competitive basis.

**Date:**

Open application Process – applications reviewed twice a year

**Address:**

Address applications to ACS – Washington, Attention Byron Dulan, ACS Director, 3450 S 344th Way Ste 200, Federal Way, WA 98001 (253) 681-6008 and (253) 681-6009 fax.

Introductory Material:

**Checklist For a Complete Application**

A complete application consists of the following items in this order:

- Cover letter identifying project name, sponsoring organization, and coordinator/contact person.
- Supporting documentation from church/center board, and/or other collaborating organizations.
- Project Description summary including timing and duration of project.
- Budget information.

# General Information

## A. Background

There are communities across North America with large populations of low income, homeless, unemployed and abused individuals with limited opportunities for assistance. In many of these communities these targeted individuals represent a significant percentage of the population and have a significant impact on local service providers including churches, medical clinics, and school systems. SDA agencies are encouraged to participate in collaborative efforts with local service providers that address residents in need of such services.

**Proposals should meet the criteria in the Project Review Checklist.** They will be reviewed by the Conference-wide Community Service Federation Executive Committee, who also decides on the amount of each appropriation.

## B. Purpose and Scope

Under this announcement, ACS – Washington solicits applications from eligible applicants who wish to compete for funds to provide innovative community service, Inner City and Disadvantaged Area programs within the Washington Conference territory. The purpose of this announcement is to encourage and support the role of the Seventh-day Adventist Churches' involvement in addressing the social needs of those targeted communities. Each proposal that is funded must demonstrate how it will position the Seventh-day Adventist Church to better bring the gospel of hope to disadvantaged people. Priority will be given to agencies that demonstrate strong opportunities of securing community funding and support.

## C. Eligible Applicants

Eligible grantees include any authorized organization of the Washington Conference of SDAs including churches, community service units and centers and inner-city projects.

## D. Available Funds

Up to $3,000 per year will be awarded to selected projects.

## E. Length of Project

Eligible projects may receive funding yearly and for a maximum period of three consecutive years.

## F. Use of Funds

Funding can be utilized to provide direct services and staff training for existing and new projects.

## G. Preference

Preference will be given to:

1) Activities listed in the Ministries of Compassion Manual or the NAD Annual Report form
2) Organizations who have a record of regular reporting to ACS – Washington.
3) Organizations who have been active in Hope for Humanity fundraising
4) Projects that include more than one church, unit, center or organization

## H. Restrictions

Funding may not be used to underwrite the cost of evangelistic efforts, tent meetings and/or church ministerial programs.

# The Project Description Summary

The project description provides the primary means by which an application is evaluated and ranked to compete with other applications for available assistance. The project description should be concise and complete and should address the activity for which ADRA Annual Appeal Appropriations are being requested Supporting documents should be encouraged to provide information on their organizational structure, staff related experience and other information considered to be relevant

**A. Statement of Need**

The need for assistance must be demonstrated and the principal and subordinate objectives of the project must be clearly stated; supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Incorporate demographic data and participant/beneficiary information, as needed. This data should include the documented need for services within the targeted community and the number of participants to be served. Need indicators may include: poverty levels, public assistance utilization, unemployment, rates of high school completion college attendance, car and home ownership, and attainment of citizenship.

**B. Plan of Action**

Outline a plan of action, which describes the scope and detail of how the proposed work will be accomplished. Account for all functions or activities identified in the application. Cite factors, which might accelerate the work and state your reason for taking the proposed approach rather than others. Describe any unusual features of the project Provide monthly or quarterly projections of the accomplishments to be achieved for each function or activity in such terms as the number of people to be served. Document of cooperative arrangements with other public or private agencies to assist the applicant in providing effective community services.

**C. Results or Benefits Expected**

Identify the results and benefits to be derived for program participants and their families as well as the community. Discuss the specific data the program will collect to measure progress towards the stated results or benefits. Discuss how the program will determine the extent to which it has achieved its stated objectives.

**D. Project Management and Implementation**

Describe the staff and systems capacity for managing the project, to include: key staff resumes or position descriptions; a project organizational chart identifying all agencies involved in the project and their respective roles and responsibilities.

**E. Budget and Budget Justification**

Provide a line item detail and detailed calculations for each expense identified in the proposal.

# Project Review Checklist

1. Is there an ACS agency board responsible to oversee this project?
2. Is the project director adequately qualified?
3. Is the project director able to spend adequate time on this project to make it a success?
4. Does the proposal indicate whether or not the majority of the community participants/recipients are non-Adventist?
5. Does the proposal explain if local residents participated in the needs assessment process?
6. Does the proposal clearly identify which human needs are addressed by the project?
7. Does the project have a workable action plan?
8. Are the project objectives clear and measurable?
9. Can the proposed objectives be achieved in the time allotted?
10. Does the proposal explain how the community will participate in the implementation of the program activities?
11. Does the proposal have elements that will provide opportunities for outside funding?
12. Is there a stated long-range plan for sustainability?
13. Are the expenditures in the budget clearly stated?
14. Are the budget line items reasonable?
15. Does the budget identify matching funds from local sources?

# ACS – Washington
# Hope for Humanity Appropriations
# Request for Proposals

To provide Innovative Community Service, Inner City and Disadvantaged area programs

**Summary:**

Adventist Community Services – Washington is requesting applications for proposals that provide innovative community service, inner city and disadvantaged area programs. Funding will provide Seed Money for programs administered by eligible Washington Conference organizations. Program activity must demonstrate that it focuses on lifting the disadvantaged from social and economic injustice and helps them achieve self-sufficiency, not just provide relief. Grants will be awarded on a competitive basis

**Date:**

Open application Process – applications reviewed twice a year

**Address:**

Address applications to ACS – Washington, Attention Byron Dulan, ACS Director, 3450 S 344th Way Ste 200, Federal Way, WA 98001 (253) 681-6008 and (253) 681-6009 fax.

Introductory Material:

**Checklist For a Complete Application**

A complete application consists of the following items in this order

- Cover letter identifying project name, sponsoring organization, and coordinator/contact person.
- Supporting documentation from church/center board, and/or other collaborating organizations.
- Project Description summary including timing and duration of project.
- Budget information

# General Information

## A. Background

There are communities across North America with large populations of low income, homeless, unemployed and abused individuals with limited opportunities for assistance. In many of these communities, these targeted individuals represent a significant percentage of the population and have a significant impact on local service providers including churches, medical clinics, and school systems. SDA agencies are encouraged to participate in collaborative efforts with local service providers that address residents in need of such services.

**Proposals should meet the criteria in the Project Review Checklist.** They will be reviewed by the Conference-wide Community Service Federation Executive Committee, who also decides on the amount of each appropriation.

## B. Purpose and Scope

Under this announcement, ACS – Washington solicits applications from eligible applicants who wish to compete for funds to provide innovative community service, Inner City and Disadvantaged Area programs within the Washington Conference territory. The purpose of this announcement is to encourage and support the role of the Seventh-day Adventist Churches' involvement in addressing the social needs of those targeted communities. Each proposal that is funded must demonstrate how it will position the Seventh-day Adventist Church to better bring the gospel of hope to disadvantaged people. Priority will be given to agencies that demonstrate strong opportunities of securing community funding and support.

## C. Eligible Applicants

Eligible grantees include any authorized organization of the Washington Conference of SDAs including churches, community service units and centers and inner-city projects.

## D. Available Funds

Up to $3,000 per year will be awarded to selected projects.

## E. Length of Project

Eligible projects may receive funding yearly and for a maximum period of three consecutive years.

## F. Use of Funds

Funding can be utilized to provide direct services and staff training for existing and new projects.

## G. Preference

Preference will be given to:

1) Activities listed in the Ministries of Compassion Manual or the NAD Annual Report form
2) Organizations who have a record of regular reporting to ACS – Washington,
3) Organizations who have been active in Hope for Humanity fundraising
4) Projects that include more than one church, unit, center or organization

## H. Restrictions

Funding may not be used to underwrite the cost of evangelistic efforts, tent meetings and/or church ministerial programs.

# The Project Description Summary

The project description provides the primary means by which an application is evaluated and ranked to compete with other applications for available assistance. The project description should be concise and complete and should address the activity for which ADRA Annual Appeal Appropriations are being requested. Supporting documents should be encouraged to provide information on their organizational structure, staff, related experience, and other information considered to be relevant

**A. Statement of Need**

The need for assistance must be demonstrated and the principal and subordinate objectives of the project must be clearly stated, supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Incorporate demographic data and participant/beneficiary information, as needed. This data should include the documented need for services within the targeted community and the number of participants to be served. Need indicators may include: poverty levels, public assistance utilization, unemployment, rates of high school completion, college attendance, car and home ownership, and attainment of citizenship.

**B. Plan of Action**

Outline a plan of action, which describes the scope and detail of how the proposed work will be accomplished. Account for all functions or activities identified in the application. Cite factors, which might accelerate the work and state your reason for taking the proposed approach rather than others. Describe any unusual features of the project Provide monthly or quarterly projections of the accomplishments to be achieved for each function or activity in such terms as the number of people to be served. Document of cooperative arrangements with other public or private agencies to assist the applicant in providing effective community services.

**C. Results or Benefits Expected**

Identify the results and benefits to be derived for program participants and their families as well as the community. Discuss the specific data the program will collect to measure progress towards the stated results or benefits. Discuss how the program will determine the extent to which it has achieved its stated objectives.

**D. Project Management and Implementation**

Describe the staff and systems capacity for managing the project, to include: key staff resumes or position descriptions; a project organizational chart identifying all agencies involved in the project and their respective roles and responsibilities.

**E. Budget and Budget Justification**

Provide a line item detail and detailed calculations for each expense identified in the proposal.

# Project Review Checklist

1. Is there an ACS agency board responsible to oversee this project?

2. Is the project director adequately qualified?

3. Is the project director able to spend adequate time on this project to make it a success?

4. Does the proposal indicate whether or not the majority of the community participants/recipients are non-Adventist?

5. Does the proposal explain if local residents participated in the needs assessment process?

6. Does the proposal clearly identify which human needs are addressed by the project?

7. Does the project have a workable action plan?

8. Are the project objectives clear and measurable?

9. Can the proposed objectives be achieved in the time allotted?

10. Does the proposal explain how the community will participate in the implementation of the program activities?

11. Does the proposal have elements that will provide opportunities for outside funding?

12. Is there a stated long-range plan for sustainability?

13. Are the expenditures in the budget clearly stated?

14. Are the budget line items reasonable?

15. Does the budget identify matching funds from local sources?

# William and Gladys Jensen
# Center Grant Program
January 24, 2005

| | |
|---|---|
| BIOGRAPHICAL | Gladys Jensen and her son William were distinguished Community Service leaders in the Washington Conference. Gladys served for years as the Conference-wide ACS Federation President and director of the Auburn Adventist Community Services. William served in many capacities with the Adventist Disaster and Relief Agency and local humanitarian projects. |
| THE GRANT FUND | The Jensen Grant fund is managed by the Jensen Family. |
| AMOUNT | A grant of $7,000 will be awarded to a deserving ACS Center each year from 2005 thru 2015 |
| ELIGIBILITY | ACS Centers and Inner-City Programs may apply for the grant. |
| GUIDELINES | Grant Applicants will use the format for the Washington Conference Hope for Humanity Appropriation Guidelines and structure. |
| PRIORITY | Requests that fall into the following categories will be given priority.<br>1. Capital Projects: New building, major remodeling or the purchase of essential equipment.<br>2. New Program: Innovative new services that meet "unmet needs of existing clients or reach out to new constituencies." |
| APPLICATION | Applications should be submitted by April 1 of each year to:<br>Jensen Center Grant Program<br>Adventist Community Services – Washington<br>3450 S 344th Way, Ste 200<br>Federal Way, WA 98001 |
| ADJUDICATION | Applications will be adjudicated by the ACS-Washington Board of Directors. |

# Adventist-laymen's Services and Industries
## North American Division
## Supporting Ministries Guidelines

These guidelines support those working policies of the Seventh-day Adventist Church which have been established to recognize non-profit organizations that enhance the ministry of the Church.

1. The leaders of supporting ministries shall be members in good and regular standing of the Seventh-day Adventist Church.

2. The theological positions of the supporting ministries shall be in harmony with the fundamental beliefs of the Seventh-day Adventist Church. In supporting these beliefs, the context of both the biblical text and writings of Ellen G. White will be faithfully used.

3. The leaders of supporting ministries shall support and cooperate with the goals and purposes of the Seventh-day Adventist Church by words, actions, and publications. Their work shall positively supplement that of the church in carrying out the gospel commission.

4. Supporting ministry leaders, ordained or not ordained, shall not represent their supporting ministry as an official church project.

5. Supporting ministries shall not accept tithe from SDA church members and shall encourage their supporters to be faithful in returning tithe and appropriate offerings through the authorized channels of the Seventh-day Adventist Church.

6. Supporting ministries shall make available a formal statement of mission, including plans and objectives.

7. Supporting ministries that accept contributions shall be registered with the appropriate tax bodies as non-profit organizations and shall provide copies of their annual audited financial statements upon the request of the North American Division.

I affirm that the entity below is in compliance with the guidelines listed above.

Organization/Ministry:______________________________________

Name/Title (please print):____________________________________

Signature:_____________________________________________

# Adventist-laymen's Services and Industries

## Sharing Christ in the Marketplace

# Special Projects Funding Application

**This Application Packet Includes:**

- Application Information
- ASI Funding Requirements
- Application Checklist
- ASI Funding Application

ASI National Office
12501 Old Columbia Pike
Silver Spring, MD 20904
Phone: (301) 680-6450
Fax: (301) 622-5017
E-mail: asi@nad.adventist.org
Web site: www.asiministries.org

### A letter from the Secretary Treasurer

Dear friend,

Thank you very much for your application to fund a special project. Your request is one of many that will be considered by the ASI Missions, Inc. Board. Each proposal is carefully considered and prayed over before a decision is reached.

ASI is unable to fund all the worthy projects submitted. It is only through God that all things are possible and ASI is thrilled to have partnered with hundreds of projects and entities over the years in sharing Christ around the world.

All applications are required to meet the December 31 deadline for consideration at the winter board meeting in February. Results, whether accepted or declined, will be mailed in March.

Please note the project narrative requirement for the project application. The narrative is designed to be a comprehensive presentation of your project. Use it as a foundation for completing the application, writing the project abstract and answering the summary sheet questions.

If you have any questions about the application or application process please don't hesitate to contact us.

We are enthusiastic about the potential of partnering with God in your project.

May your ministry be richly blessed as you seek to serve Him.

Ron Christman
ASI Secretary Treasurer

### ASI Mission

ASI--the organization of Seventh-day Adventist lay persons involved in professions, industry, education, and/or service--exists to provide challenge, nurture, and experience in *Sharing Christ in the Marketplace* as well as support the global mission of the Seventh-day Adventist Church.

### ASI Vision

ASI and its members will be known for their unswerving honesty in business principles and practices, unflagging participation in the various ministries of the Church, unwavering positiveness toward Church leadership, unhesitating provision for the needs of others, and untiring focus on the Christ they represent in the marketplace.

# Application Information

## Application

*All information must be complete* in order to give the best picture of your request. If information is not available please identify why that information is not included or give an outline for the process of gaining that information.

*All information must be accurate* to the best of your knowledge. The ASI Missions, Inc. Board takes seriously the role it plays in evaluating the applications and distributing the offerings the Lord provides.

*All information must be legible* to ensure proper identification. A neat, organized and attractive proposal package will leave a positive impression about the proposal contents.

## Eligibility

*Any Seventh-day Adventist program is eligible for funding from ASI as long as*:

- It is a ministry in good standing with the Seventh-day Adventist Church and has signed the Supporting Ministry Guidelines (copy attached if needed);
- It demonstrates a successful operation for a minimum of one full year;
- The organization is a non-profit 501(c)3 or has a comparable status;
- Organizational employees work for sacrificial remuneration;
- The organization's board of directors are not primarily family members (less than 50 percent).

## Amount of Funding

*Funding varies from project to project.* The approved funding is based on the amount requested and how much funding the ASI Mission, Inc. Board has available. Approved funding amount may not be what the application requested.

## Application Deadline

*All funding applications are due in the ASI National Office by December 31.* Application materials should be mailed to: ASI, 12501 Old Columbia Pike, Silver Spring, MD 20904.

## Funding Period

*Funding begins the year following the annual ASI Convention in August*. For applications submitted by December 31, funding will begin in December of the following year.

## Application Time-line

**December 31** - Deadline for submission of applications.

**January** - Compilation of data for ASI Missions, Inc Board.

**February** - ASI Missions Inc. Board meets to review all submissions.

**March** - All applicants are notified of the final decision.

**June** - Approved projects listed in ASI Convention Program.

**August** - Projects presented at the annual ASI International Convention.

**December** - First disbursement of funds sent to approved projects.

**March 31** - Project progress report from the recipient.

**April** - Second disbursement of funds.

# Application Requirements

**Project Narrative**

*Submit a 1 page, single spaced, narrative.* Please include mission and vision statements. Describe what difference this project will make in your organization and in the pursuit of its mission and purpose. How can the results of the project be objectively measured and determined? Does the project have potential application in other settings? Would you be willing to share with other ministries who could adopt it to their use? Describe what process was used in evaluating the need for the proposed project. What alternatives were considered? How will applicants successfully complete the project in its use of monies, facilities, equipment and supplies? If applicable, submit a photo or image that illustrates the nature of the project and is suitable for publication.

**Project Budget**

*Include a complete budget of the project.* List all items, whether supported by grant funds or other resources, which are reasonable and necessary to accomplish project objectives. The budget should clearly and specifically identify sources of anticipated contributions.

**Financial Statement**

*Attach a current financial statement* which should reflect applicant's current financial status.

**Board Minutes**

*Submit a copy of applicant's board and/or executive committee minutes* showing approval for project.

**Officers and Board Membe**

*Enclose a complete and accurate list of governing board members*, addresses and occupations.

**Non-Profit Status**

*Submit a copy of the IRS letter* indicating your organization's eligibility for non-profit status under the applicable provisions of the Internal Revenue Code of 1954, as amended. This could include the Federal Tax exemption certificate 501(c)3. For non US applicants please attach any comparable document demonstrating non-profit status.

**Documents of Governance**

*Enclose articles of incorporation* and organizational constitution and by-laws, including a translation if not in English.

**Reporting**

*Submit a project report* to the ASI national office by March 31, which outlines the progress of the project over a six month period. A final report due is August 1, and should describe how the project has advanced to completion and its impact on the local or global community. Each report should be accompanied by a picture showing either progress of the project or of the impact it is making.

# Application Checklist

SHARING CHRIST
IN THE MARKETPLACE

Use this checklist to assure compliance of all requirements. All material must be in the ASI office by December 31.

- ☐ **Project Narrative**
  - ☐ Mission and vision statements
  - ☐ Planned measurement of results and impact
  - ☐ Potential applications to other entities or settings
  - ☐ Assessment of community needs
  - ☐ Photograph/Image (300 dpi if in electronic format)
- ☐ **Supporting Ministries Guidelines (signed)**
- ☐ **Project Budget**
- ☐ **Financial Statement**
- ☐ **Board Minutes**
- ☐ **Officers and Board Members List**
- ☐ **Non-Profit Status Papers**
  - ☐ IRS Tax Letter and Certificate
  - ☐ Comparable documents if outside United States
- ☐ **Documents of Governance**
  - ☐ Articles of Incorporation
  - ☐ Constitution and by-laws
- ☐ **Application**
  - ☐ Applicant Information
  - ☐ Financial Status
  - ☐ Budget
  - ☐ Summary Sheet

**Adventist-laymen's Services and Industries**

# Adventist-laymen's Services and Industries

## Special Projects Funding Application

*Applicant Information*

______________________________________
**Organization Name**

______________________________________
**Street Address**

______________________________________
**City/State/Zip**

______________________________________
**Country**

______________________________________
**Phone (work)** **(home)**

______________________________________
**E-mail** **Fax**

________________ ________________
**Date of Incorporation / Opening** **Year Organization Joined ASI**

*Financial Status*

**Total Assets** $____________________

**Property Market Value** $____________________

**Current Mortgage** $____________________

**Total Budget for last three years**:

20__ $____________________

20__ $____________________

20__ $____________________

**Average worker remuneration** $____________________
**Monthly**

**Amount of highest paid worker** $____________________

**List all donations of $5,000 or more for last 3 years:**
(Use additional pages if necessary)

20__ $____________________
$____________________
$____________________

20__ $____________________
$____________________
$____________________

20__ $____________________
$____________________
$____________________

**Outstanding debts of 60 days or more:**

| | | Primary Use |
|---|---|---|
| $____________ | 60 Days | ____________ |
| $____________ | 90 Days | ____________ |
| $____________ | 120 Days | ____________ |
| $____________ | Total Debt | ____________ |

*Budget*

Amount Requested from ASI $____________________

Current Funds Available $____________________

Total Project Budget $____________________

Expected Date of Project Launch _____/_____/_____

Expected Date of Project Completion _____/_____/_____

______________________________________
**Responsible Administrative Officer (Name and Title)**

______________________________________
**Signature** **Date**

**Deadline: December 31**
**Mail to: ASI - 12501 Old Columbia Pike, Silver Spring, MD 20904**
**Fax: (301) 622-5017**

# Summary Sheet

1. Give detailed account of intended use of requested funds.

2. Describe your ability to budget current operation from regular income.

3. If project requires more than ASI funding, explain how you propose to raise it.

4. Describe the organization's background (i.e. years of operation, income sources, ministry activity, etc...)

5. Analyze prospects for future operation and development.

6. How does the community view your organization?

7. How does the community benefit from your organization?

# Versacare, Inc.®

The Versafund®, will consider funding innovative ministry ideas, especially in the areas of Christian education, youth ministry and healthcare.

**Eligibility**
Applicants for grants from The Versafund® should be denominational or tax-exempt organizations located within the North American or Inter-American Divisions which have demonstrated success in making creative contributions consistent with the principals and mission of the Seventh-day Adventist Church.

Requests should describe the proposed project and how the funds will be used. A budget, timelines and an assessment of potential benefits to the mission of the Seventh-day Adventist Church are also required.

**Guidelines**
Guidelines used to judge the grant applications.

**Application Procedure**
The application form and other information concerning The Versafund® program can be obtained from Versacare, Inc.® at the address below (or printed by clicking on the blue link above). Completed applications and all accompanying materials must be received by October 1 in any given year. Grant announcements will be made by March 1 of the following year. Mail requests to: The Versafund®, 702 S. Washburn Ave., Corona, CA 92882-3354.

Return to Versacare Home Page

**Versacare, Inc.®**
702 South Washburn Avenue Corona, California 92882-3354
(909) 736-6909 & Fax (909) 736-3005*Email:Versacare@aol.com

# The Versafund
## *Guidelines*

Versacare used the following guidelines for distribution of The Versafund:

1. All grants must be consistent with the principles and mission of the Seventh-day Adventist church.

2. Priority will be given to proposals which:
   A. Advance education and science.
   B. Promote healthcare activities.
   C. Assist the distressed and under privileged.
   D. Provide general community benefit.
   E. Strong preference is given activities supported by, or directly associated with the Seventh-day Adventist Church.

3. Preference will be given to projects with the USA, Canada or Central America, which have operated for two or more years.

4. Prefence will be given to proposals in which the recipient organization provides matching or supporting funds and is a tax-exempt organization.

5. Grant recipients must agree to provide a full accounting of how funds were used and be willing to be audited, if so requested.

6. Grants are not provided to fund debt reduction or general operational and salary expenses.

7. Completed applications and all accompanying materials must be received no later than October 1. Grant recipients will be notified by March 1.

Return to Versacare Home Page

**Versacare, Inc.®**
702 South Washburn Avenue Corona, California 92882-3354
(909) 736-6909 & Fax (909) 736-3005*Email:Versacare@aol.com

# The Versafund

***Application Form*** (print this form out and mail it in)

Organization: ____________________ Contact Person: ____________________

Address: ____________________ Telephone: ____________________

____________________

### About Your Project

Describe the proposed project, including how The Versafund monies would be used, timetables involved, and expected outcomes and benefits (use additional sheets if necessary):

**II. Project Costs/Expenses** (Itemize. Use additional sheets if necessary):

A.____________________ $____________________
B.____________________ $____________________
C.____________________ $____________________
D.____________________ $____________________
**TOTAL COST** $____________________

**III. Project Income** (Itemize. Use additional sheets if necessary):

A.____________________ $____________________
B.____________________ $____________________
C.____________________ $____________________
D.____________________ $____________________

Amount requested
from **The Versafund** $____________________

**TOTAL COST** $____________________

**IV.** Any other information you wish to provide.

## About Your Organization

**I.** Year established: ____________________

**II.** Briefly describe your orgainzation's history and purpose:

**III.** List any credentials, accreditations or affiliations your organization belongs to:

**IV.** Please attach a list of the members of your governing board.

**V.** Is your organization a tax-exempt corporation? If not, please explain:

**VI.** Financial Data: Please attach a copy of your latest annual financial statement.

**VII.** References: Please provide the names and addresses of two persons not con-nected with your organization who could supply references:

Reference I
Name: ____________________________
Address: __________________________
__________________________
Telephone:_________________________

Reference 2
Name: ____________________________
Address: __________________________
__________________________
Telephone:_________________________

**VIII.** Are you willing to provide a full financial accounting of how The Versafund monies were used, and to be audited, if requested?

Signature: ____________________________ Title: ________________ Date: ______

This application form and supportive materials must be received by October 1. If you have questions or desire additional information please contact us at:
The Versafund
702 S. Washburn Avenue
Corona, California 92882-3354
(909) 736-6909 & FAX (909) 736-3005

Return to Versacare Home Page

Versacare, Inc.®
702 South Washburn Avenue Corona, California 92882-3354

## Wells Fargo Bank

Monday, October 11, 2004 -

Contributed By Donald A. Griesmann, Esq.

Each state has a separate set of guidelines and application procedure. The site listed below has a map showing the contact people for each state. Click on your state for more information.

Their first priority is to support programs whose chief purpose is to benefit low-and moderate-income individuals.

Wells Fargo makes contributions to three primary areas:

- **Community development programs**

  Wells Fargo gives priority to programs that:

  - Help provide affordable housing for low-and moderate-income individuals
  - Promote economic development by financing small businesses or small farms
  - Provide job training programs for low and moderate-income individuals
  - Help to revitalize or stabilize low-and moderate-income communities
- **Education programs**

  Wells Fargo encourages requests for financial support of educational institutions, as well as for nonprofits whose primary focus is to help these institutions. The primary focus of the grant should be to promote academic achievement for low- and moderate-income students.

  They also actively encourage requests for staff training for teachers and administrators working with low-and moderate-income students.

- **Human services programs**

  Wells Fargo considers support of social and human service organizations whose work primarily benefits low-and moderate-income individuals. Those organizations may be involved in a variety of areas including:

- Child care
- Health services and education
- Basic needs assistance

Wells Fargo also considers requests from organizations that help enhance a community's quality of life through arts and culture or civic projects.

**It is in your best interest to seek funding at the beginning of the year, although there is no set deadline.**

http://www.wellsfargo.com/about/charitable.jhtml

**About the Contributor**

**Donald A. Griesmann, Esq.**:
CharityChannel Role: Member, Nonprofit Boards and Governance Review and We Review Contributor's panels; Discussion leader for Accountability, Advocacy and Charity-HR forums.

Over the past 47 years I have worked in and with low income communities. For 27 years I served as an attorney and director of legal services for low income clients in Camden NJ, Sacramento CA, Lexington KY, Youngstown OH and Atlantic City NJ. That work included providing direct legal services to clients who are homeless, victims of domestic violence, disabled, elderly, community development groups, tenants, farmers, farm workers and other unserved and underserved families and individuals. I prepared grants, hired, supervised and evaluated staff, basically managing nonprofit law firms with budgets about $1.5 million. Programs I developed during that time include but are not limited to a senior citizens advocate center, a bankruptcy program for persons on Temporary Assistance for Needy Families (TANF - US welfare), a homeless day shelter, a lay advocacy program to work in family court with victims of domestic violence, drafted legislation that became law providing funds for low income housing through trust funds and a program to assist persons for whom English is a second language (ESL) to handle tax issues with the IRS and state income tax.

As a minister in the Episcopal Church I developed a community center in Camden NJ that served hundreds of children and adults daily. When I left the center to go to law school, the center was donated to the community which still operates the center successfully 30 years later.

Contact: dgriesmann@aol.com

**Publisher:**

CharityChannel LLC
30021 Tomas St., Suite 300
Rancho Santa Margarita, CA 92688-2128 USA
+1 949 589-5938
Or contact us on-line at http://charitychannel.com/rapid-reply

Go to Con

Staples Foundation for Learning™

Home Teach Train Inspire Application Recipients

# Guidelines for Grant Application

**Fiscal Year 2004**

Thank you for your interest in receiving funding from Staples Foundation for Learning.™ The foundation considers educational funding to be an investment in the future of our communities. Our goal is to help local groups, many of which include our customers and associates, with programs and services that will positively impact their community every day.

**Mission and Giving Focus of Staples Foundation for Learning, Inc.**
The mission of Staples Foundation for Learning is to provide funding to programs that support or provide job skills and/or education for all people, with a special emphasis on disadvantaged youth.

**Eligibility**
The criteria listed below will be used to evaluate potential funding.
The organization must:

- Have a non-profit tax-exempt classification under 501(c)(3) of the Internal Revenue Code.
- Align with Staples Foundation for Learning's mission and giving focus on job skills and education.

**Application Procedure**
Grants decisions will be made on a quarterly basis and all information to request a donation must be submitted by the indicated deadlines. Unfortunately, applications received after the deadline cannot be admitted, and we will not accept applications postmarked on the deadline. Please be sure to submit a complete proposal in order to prevent any delay of reviewing your request.

Meeting dates are currently scheduled for:

- September 13, 2004 — Deadline is August 2, 2004
- November 8, 2004 — Deadline is September 30, 2004

Applicants should submit one copy only of a concise proposal containing the following information:

- Contact name, address, phone and fax numbers, and if applicable, an email address. Please indicate the amount requested from Staples Foundation for Learning, Inc. on your cover page.
- A brief description of the organization's mission.
- A brief description of the program the funds would be used for as well as the community needs it serves.
- A statement of the program's goals and objectives.
- A description of the demographics of the clients for the program or service.
- A copy of the organization's Federal IRS 501(C) 3 certificate.
- The annual budget or total cost of the program, other sources and levels of funding, and the amount requested from Staples Foundation for Learning, Inc. Please indicate the percentage of requested funds that will be used toward program expenses and the percentage of requested

funds that will be used toward operational expenses.

A current organization income and expense budget.

A list of those serving on the Board of Directors, and their affiliations.

Please do not send samples, artwork, books, videos, or materials in binders or folders. Material submitted to the Foundation cannot be returned to the applicant and becomes the property of Staples Foundation for Learning.

**Limitations**

Staples Foundation for Learning, will **not** make contributions to support the following:

- ✕ Individuals
- ✕ Educational loans
- ✕ Organizations that discriminate on the basis of race, religion, creed, gender, or national origin
- ✕ International organizations
- ✕ Travel expenses or fees to conferences or conventions
- ✕ Political organizations
- ✕ Books, research papers or articles in professional journals
- ✕ Medical research projects or medical procedures for individuals
- ✕ Religious organizations, unless they are engaged in a significant project that benefits a broad base of the community
- ✕ Fraternal organizations, veterans' organizations, professional associations, and similar membership groups
- ✕ Public or commercial broadcasting programs

**Contact**

Please **mail** the completed grant application package to:

Staples Foundation for Learning
500 Staples Drive, 4 West
Framingham, MA 01702

Questions can be emailed to: **foundationinfo@staples.com**

All requests submitted will receive a written response from Staples Foundation for Learning after the quarterly grant decision date. Please keep in mind that we receive far more contribution requests than we can possibly honor. As a result, we must often turn down grant applications for work that meets our eligibility requirements and is consistent with the priorities of our foundation. All grant decisions are made at the foundation's sole discretion. Please accept our best wishes for success in your fundraising efforts.

# Community

We are caring neighbors, involved in community activities in meaningful ways and committed to reflecting the diversity of each community we serve.

THE
RITE AID
FOUNDATION

The Rite Aid Foundation, founded in July 2001, is a not-for-profit foundation dedicated to helping people in the communities Rite Aid serves lead happier, healthier lives.

We support specific programs of non-profit organizations that are classified and exempt from federal tax under section 501(c)(3) of the Internal Revenue Service Code.

We limit our funding to programs that benefit communities in which Rite Aid operates. We are specifically interested in improving the lives of our customers and associates through projects that focus on health care, women and families.

Because we are unable to support each and every worthwhile program, we have established the following guidelines to help organizations better understand our priorities, procedures and funding limitations. Please read all of them, including what we do not fund, carefully before making a request. We welcome requests that meet our guidelines.

**How To Apply**

To be considered, all funding requests must be submitted in writing on your organization letterhead and mailed to:

The Rite Aid Foundation
P O Box 3165
Harrisburg, PA 17105

The proposals must include the following information:

- A cover page that includes:
  - Your organization name and project to be funded
  - The geographic area served
  - Contact person and title
  - Address, phone and fax numbers
  - E-mail address if applicable
  - Date of request and date funding required
  - A brief description (no more than two pages) of your funding request and the requested amount
  - Beginning and ending dates of project
  - A project or program budget detailing expenses and anticipated income sources
  - Most recent annual report if applicable
  - Target audience and number of people served
  - List of current donors
  - A copy of your organization's IRS 501(c) (3) letter
  - A list of the Board of Directors, including names, titles and affiliations

Please do not send binders, videos or materials other than those requested, as they will not be reviewed or returned.

**Deadlines**

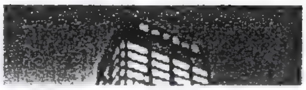
While The Rite Aid Foundation accepts proposals throughout the year, our committee reviews them as soon as possible after July 1, October 1, January 1 and April 1. Our goal is to review and respond to all correctly submitted applications within 60 to 90 days of arrival in our office.

**What We Do Not Fund**

The Rite Aid Foundation does not donate to the following:

- Individuals, for any purpose
- Political candidates, committees or organizations
- Political causes
- Athletes and sports teams
- Fraternal, labor, social or veteran's organizations
- Churches and religious or sectarian organizations, unless it's for a program that benefits the entire community
- Organizations that act as fundraisers for other agencies
- Organizations that discriminate against people because of their age, race, creed, gender, disability, sexual orientation, ethnicity or national origin
- Travel
- Capital campaigns or endowment funds
- Meetings, organizations or seminars
- National organizations and programs, although local chapter programs would be considered
- Non-profit organizations not classified as tax exempt under section 501(c)(3) of the IRS code.

Safeco









# Safeco Community Grants

Safeco partners with non-profit organizations that promote neighborliness by bringing together.

Neighborliness is looking out for one another. It's sitting on the front porch – not the b waving hello. It's bending down to tie the shoe of a 3-year-old. Neighborliness is the s everyday things we do that make our neighborhoods a great place to live and raise ou

And, neighborliness leads to safer more vibrant neighborhoods. Studies show that wh know and watch out for each other, there is less incident of crime and higher likelihoo will work together toward a common goal, like creating a pocket park down the street tough issues that affect the neighborhood.

**What we fund**

We fund programs focused on:

- Improving and creating neighborhood parks and gathering spaces
- Neighborhood beautification and clean-up projects
- Volunteer projects in which community members identify and work together to neighborhood strengths
- Community festivals that attract diverse audiences

Click here to view grant examples

**Where we fund**

Safeco makes grants in neighborhoods across the country, specifically in and around employees live and work, including the Puget Sound area and:

| | | | |
|---|---|---|---|
| Atlanta, Georgia | Golden, Colorado | Orlando, Florida | Richmond, \ |
| Chicago, Illinois | Aliso Viejo, California | Nashville, Tennessee | Rochester, I |
| Cincinnati, Ohio | Hartford, Connecticut | Pleasant Hills, California | Spokane, W |
| Dallas, Texas | Indianapolis, Indiana | Portland, Oregon | St. Louis, Mi |

We are always open to great ideas regardless of where they happen. We encourage email comrel@safeco.com with a general overview prior to developing a fully realized

**Application timing**

Safeco conducts quarterly grant reviews. Application deadlines and notification timing

| Application Deadline | Notification Made By |
|---|---|
| February 27, 2004 | April 9, 2004 |
| May 28, 2004 | July 9, 2004 |
| August 13, 2004 | September 24, 2004 |

October 31, 2004 December 15, 2004

**Eligible organizations**

- Tax-exempt under U.S. Internal Revenue Service Code 501(c)(3)
- The organization, programs or services do not discriminate in regard to age, ge orientation, national origin, religion, or presence of disability

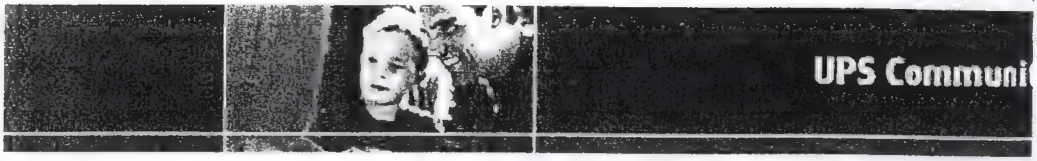
Proposals are not accepted for:

- Amateur Arts
- Amateur Sports Teams or Athletic Scholarships
- Capital Campaigns
- Conferences
- Colleges or Universities
- Endowment Funds
- Film or Video Production
- Fraternal or Political Projects
- General Fundraising and Advertising
- Health Education, Research or Prevention
- Hospitals or Hospital Foundations
- Individuals
- Individual K-12 Public and Private Schools
- Loans and Investments
- Operating Deficits, Debt Retirement or Emergency F
- Projects of a National Nature
- Research
- Theological Functions or Church-Sponsored Non-Se

**How to apply**

Simply complete the Grant Application and Narrative and provide the required attachr on the narrative instructions.

Send completed information to: Safeco Community Relations, Safeco Plaza, T-8, Sea




**Philanthropy**

- Giving Focus
  - Volunteer Management
  - Hunger
  - **Literacy**
- Annual Reports
- Grant Guidelines
- Best Practice Toolbox
- United Way

# Literacy

More than 40 million adults are overwhelmed by common tasks - completing a job application, reading directions to the doctor's office or understanding the warning labels on cleaning supplies. They are alienated from the Information Age and unprepared for current employment challenges.

Over the last 14 years, **The UPS Foundation's** support of this issue has focused on family and workplace literacy. Research reveals that staggering deficiencies in adult basic skills jeopardize potential employability for a significant portion of America's current and future workforce. This is not only of concern to UPS as an employer, but to the communities we serve as well.

Through grants to not-for-profit organizations, UPS has helped more than **42,000 adults increase their literacy skills** and by extension, their job skills. The UPS Foundation has contributed $9 million since 1989, supporting more than 400 local literacy programs in 120 communities across the United States.

The Foundation currently seeks to support programs that provide literacy skills, including financial literacy, which will help people of all ages succeed in the workplace and in society.

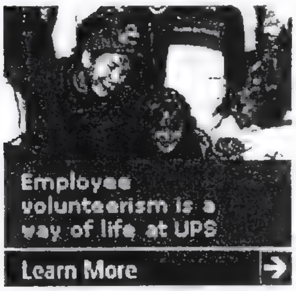
### Case Study

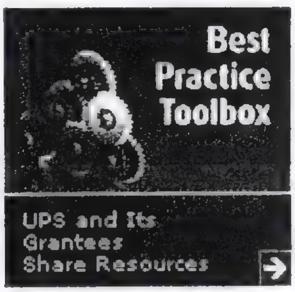
**Grantee: National Center for Family Literacy (NCFL)**

**Geography: Louisville, KY; Atlanta, GA; Philadelphia, PA**

With funding under **The UPS Foundation's Literacy Initiative**, **NCFL** developed and piloted a work-focused family literacy program that became known as the **Careers for Families (CfF)**. This innovative program includes business partnerships that guide both curriculum development and the process of program participants to **identify and pursue career paths**. The CfF model continues to prove that families attending work-focused family literacy programs can work, go to school and increase their opportunities to earn a living wage.

At the CfF pilot site in Atlanta, representatives of Atlanta Public Schools have come to see family literacy as a major factor in ensuring that children reach their learning potential. The employability of adults




**UPS Pressro**

Visit the UPS Pre
for the latest ne
The UPS Founda

→ Go to the UP
Pressroom

**Philanthropy**

- → Giving Focus
  - › **Volunteer Management**
  - › Hunger
  - › Literacy
- → Annual Reports
- → Grant Guidelines
- → Best Practice Toolbox
- → United Way

# Volunteer Management

**The UPS Foundation** makes contributions to some of America's premier not-for-profit organizations to enable them to manage volunteers' time, talents and energy more effectively. Since 1998, The Foundation has contributed nearly $10 million to efforts that enable not-for-profit organizations to **improve the recruitment, training and retention of volunteers**. In addition, Foundation grants have broadened the effectiveness of social service delivery to a range of populations in need, especially youth. Specifically, grantees have engaged volunteers to improve literacy rates among children, complete conservation projects in our national parks and assist local communities in their efforts to work more collaboratively to serve youth.

The Foundation continues to support our not-for-profit partners' efforts to increase the effective engagement of volunteers as a means to enhance or expand the services they provide to their communities.

### Case Study

**Grantee: National Park Foundation**

**Geography: Nationwide**

With funding under **The UPS Foundation's Volunteer Impact Initiative, The National Park Foundation (NPF)** partnered with the **Environmental Alliance for Senior Involvement (EASI)** and the **National Park Service (NPS)** to develop and implement the **Volunteer Senior Ranger Corps**. The purpose of Volunteer Senior Ranger Corps is to recruit senior citizens to mentor youth and then have the intergenerational pairs undertake joint conservation activities and broaden awareness of natural resources. In the last three months of 2002, 150 youth and senior volunteers achieved a combined total of **4,215 hours of service in twelve national parks** across the country. Volunteer projects included developing an Adopt-A-Trail manual for volunteers, scanning historic photographs, active volunteer recruitment and coordination, presentations at high school ecology classes, gardening and non-native invasive plant removal.

At Glacier National Park in West Glacier Montana, the onslaught of two million annual visitors has resulted in



**UPS Pressro**

Visit the UPS Pre
for the latest ne
The UPS Founda

→ Go to the UP
Pressroom

CharityChannel

DON GRIESMANN'S GRANT OPPORTUNITIES

## The Barbara Bush Foundation

By

Jul 7, 2004, 08:14 PST

Applications for the 2005 National Grant Competition are now available online.

The Foundation's grant-making program seeks to develop or expand projects that are designed to support the development of literacy skills for adult primary care givers and their children. A total of approximately $650,000 will be awarded; no grant request should exceed $65,000.

In order to be considered eligible for a grant, an organization must meet the following criteria:

• the organization must have current non-profit or public status and have been in existence for two or more years as of the date of the application;

• the organization must have maintained fiscal accountability;

• the organization must operate an instructional literacy program that has been in existence for at least 2 years and includes one or more of the following components: literacy for adults, parent education, pre-literacy or literacy instruction for children pre-k to grade 3, and intergenerational literacy activities

Your application will have to identify the target population. On the application you will have to characterize briefly the families to be served by the grant project, e.g., incarcerated parents, recent immigrants, homeless, etc. Specific ethnic groups may also be noted, e.g., African Americans, Native Americans, limited English proficient Hispanics, limited English proficient Asians, etc.

**The applications are due on September 10, 2004.**

http://www.barbarabushfoundation.com/nga.html

CharityChannel

DON GRIESMANN'S GRANT OPPORTUNITIES

## The American Honda Foundation

By
Jun 29, 2004, 07:23 PST

The American Honda Foundation financially supports educational and minority programs, non-profit organizations, and many other worthwhile causes whose mission is to advance and educate the youth of our country. Honda looks for programs that are imaginative, creative, forward-looking, youthful, scientific, humanistic and innovative.

Grants are available for national organizations working in the areas of youth and education. Local, community support and service agencies should contact the American Honda Motor Company at –

Community Relations Department

1919 Torrance Boulevard

Torrance CA 90501

Review the lengthy brochure about the opportunities and the limitations for funding.

**The deadlines are August 1, November 1, February 1 and May 1 yearly.**

http://hondacorporate.com/community/index.html?subsection=foundation

CharityChannel™
The Conference That Never Sleeps™

**Don Griesmann's Grant Opportunities™**

## Hispanic Scholarship Fund, The
Thursday, September 30, 2004 -

Contributed By Donald A. Griesmann, Esq.

The scholarships will be awarded on a competitive basis to full-time degree-seeking students. The award amount is $2,500.

Eligibility Requirements

o Be of Hispanic heritage
o Be a U.S. citizen or legal permanent resident with a permanent resident card or passport stamped I-551 (not expired)
o Be an undergraduate student enrolled full-time, pursuing a degree in Business Administration, Finance or Economics at a U.S. accredited college or university in the U.S., Puerto Rico, or U.S. Virgin Islands
o Be a Sophomore or Junior in a U.S. accredited college or university during the current academic year
o Have a minimum cumulative grade point average (GPA) of 3.0 on a 4.0 scale (or the equivalent)

**The deadline for applications is November 15, 2004 (Postmark date)**

http://www.hsf.net/scholarship/programs/jpmorgan.php

**About the Contributor**

**Donald A. Griesmann, Esq.**:
CharityChannel Role: Member, Nonprofit Boards and Governance Review and We Review Contributor's panels; Discussion leader for Accountability, Advocacy and Charity-HR forums.

Over the past 47 years I have worked in and with low income communities. For 27 years I served as an attorney and director of legal services for low income clients in Camden NJ, Sacramento CA, Lexington KY, Youngstown OH and Atlantic City NJ. That work included providing direct legal services to clients who are homeless, victims of domestic violence, disabled, elderly, community development groups, tenants, farmers, farm workers and other unserved and underserved families and individuals. I prepared grants, hired, supervised and evaluated staff, basically managing nonprofit law firms with budgets about $1.5 million. Programs I developed during that time include but are not limited to a senior citizens advocate center, a bankruptcy program for persons on Temporary Assistance for Needy Families (TANF - US welfare), a homeless day shelter, a lay advocacy program to work in family court with victims of domestic violence, drafted legislation that became law providing funds for low income housing through trust funds and a program to assist persons for whom English is a second language (ESL) to handle tax issues with the IRS and state income tax.

Careers Contact Us Home Text s

WASTE MANAGEMENT

*From everyday collection to environmental protection, Think Green. Think Wast*

- About WM
- WM Services
- Environmental
- Press Room
- Investor Relations
- Community
  - Commitment
  - Charitable Giving
  - Involvement
  - Memberships
  - Partnerships
  - Educational Resources
- Governance
- Ethics & Diversity
- Procurement
- Careers

## Charitable Giving

### Giving Priority Areas

Waste Management focuses its giving on the following priority areas: Environment, Educa Community Impact.

These requirements must be met for a request to be considered:

- Must be a 501(c)3 organization
- Preference is given to those organizations/events that meet the needs of multiple
- Preference is given to organizations/events that support people and programs rat capital/building campaigns
- Commitments that extend beyond a 12-month period are discouraged

The following are ineligible for funding:

- Individuals
- Religious Organizations which limit their services to members of one religious gro whose purpose of emphasis is to propagate a particular religious faith or creed
- Organizations with limited constituency
- Organizations that have discriminatory policies regarding ethnic background, gen affiliation, etc.

For consideration, submit the following:

- Description of the project for which money is being requested
- Date, place, time of event, if appropriate
- Copy of IRS determination letter including federal tax ID number
- List of Board of Directors of the organization
- Recent financial statement
- Other documentation you feel appropriate

- The local Waste Management office considers requests with a local impact.
- The regional Waste Management office considers requests that have a regional impact.
- The corporate Waste Management office considers requests with a Company-wide impact.
- A committee considers requests to the corporate office quarterly, usually during January, April, July Requests must be received by the 15th of the month preceding the meeting to be considered.
- Notification is made within 30 days of the quarterly meeting.
- Contribution checks are mailed in a timely manner.

Don Griesmann's Grant Opportunities

## ConAgra Food

The ConAgra Food's mission is to improve the quality of life in communities where ConAgra Foods employees work and live. They focus resources in these areas: **Arts and Culture; Civic and Community Betterment; Education; Health and Human Services; Hunger, Nutrition and Food Safety**.

Because of ConAgra Foods' major commitment to fighting child hunger in America, there is limited funding available for other new initiatives. Grant proposals will be accepted, however, from organizations meeting these criteria:

* Organization must have IRS 501 (c) (3) tax-exempt status.

* Organization must have been in existence for at least one year.

* Organization or project must provide a solution for specific community needs.

* Organization must be well-managed, fiscally responsible and demonstrate success in meeting goals.

ConAgra Foods Foundation grants are announced quarterly. **Proposals must be received by the last working day of January, April, July and October.** Decisions are generally made and communicated within eight to ten weeks of the submission deadline. [ Visit Website ]
Jun 11, 2004, 07:50 PST

Don Griesmann's Grant Opportunities

## Norfolk Southern Foundation

Norfolk Southern Foundation was established in 1984 to direct and implement Norfolk Southern Corporation's charitable giving programs. Through strategic investment in educational, cultural, environmental and economic development opportunities within the region served by Norfolk Southern, the Foundation seeks to raise the standards of such programming, thereby enhancing the quality of life for Norfolk Southern employees and enhancing the "livability" of the communities it serves, enabling them to attract additional business development.

The Foundation's intent is to help ensure that:

* Their region's children are provided with first-class educational opportunities that make them productive and valued employees in the future;

* Their communities can offer their citizens access to cultural opportunities that make life more enjoyable; and

* Their communities can provide residential and work environments that are safe, attractive and desirable

There is a systems map showing the area served, generally from Maine south to Florida and West to Kansas City. The company controls a major freight railroad, Norfolk Southern Railway Company, and owns a natural resources company, Pocahontas Land Corp., and a telecommunications company, Thoroughbred Technology and Telecommunications, Inc.

Norfolk Southern Foundation offers grants in three principal areas:

* Educational programs, primarily at the post-secondary level;

* Community enrichment focusing on cultural and artistic organizations; and

* Environmental programs.

**Grant requests are accepted only between July 15 and September 30 for funding in the following calendar year.**

Click on "About NS" on the top banner and scroll to the "NS Foundation". [ Visit Website ]
Jun 11, 2004, 07:37 PST

Don Griesmann's Grant Opportunities

## DOE - Improving Services and Results for Children with Disabilities

The Department of Education Office of Special Education and Rehabilitative Services has announced the availability of funds for research and innovation to improve services and results for children with disabilities.

**Purpose of Program**: To produce, and advance the use of, knowledge to improve the results of education and early intervention for infants, toddlers, and children, with disabilities.

**Eligible Applicants**: State educational agencies (SEAs); local educational agencies (LEAs); institutions of higher education (IHEs); other public agencies; nonprofit private organizations; outlying areas; freely associated States; and Indian tribes or tribal organizations.

**Deadline for Transmittal of Applications: July 9, 2004** [ Visit Website ]
Jun 9, 2004, 09:18 PST

Don Griesmann's Grant Opportunities

## The Internal Revenue Service - Tax Counseling for the Elderly

The Internal Revenue Service has announced the availability of the application packages for the Tax Counseling for the Elderly (TCE) Program.

The Federal Register noted below provides notice of the availability of the application packages for the 2005 Tax Counseling for the Elderly (TCE) Program.

ADDRESSES: Application Packages may be requested by contacting: Internal Revenue Service, 5000 Ellin Road, Lanham, MD, 20706, Attention: Program Manager, Tax Counseling for the Elderly Program, SE:W:CAR:SPEC:FO:OA, Building C-7, Room 185. Applications can also be submitted electronically through the IRS E-grants System by logging on to http://www.egrants.irs.gov.

FOR FURTHER INFORMATION CONTACT: Mrs. Lynn Tyler, SE:W:CAR:SPEC:FO:OA, Building C-7, Room 185, Internal Revenue Service, 5000 Ellin Road, Lanham, MD 20706. The non-toll-free telephone number is (202) 283-0189.

DATES: Application Packages are available from the IRS at this time. **The deadline for submitting an application package to the IRS for the 2005 Tax Counseling for the Elderly (TCE) Program is August 2, 2004.** [ Visit Website ]
Jun 9, 2004, 08:12 PST

Don Griesmann's Grant Opportunities

## The Beaumont Foundation of America

The Beaumont Foundation of America is committed to the principle of digital inclusion, meaningful participation and information literacy with the mission of providing access to information for everyone, everywhere, anytime.

To ensure successful use of technology, the Foundation collaborates with successful organizations from the smallest community-based organization to the largest national philanthropies. Their grants provide the technology necessary to make this vision a reality for all. It is their goal to fund underserved schools, organizations and individuals committed to the principle of digital equity.

Please note this process is open only to organizations that meet the Foundation's funding preferences. All interested organizations must register, and BFA will notify those invited to advance in the application process. Only highly qualified applicants that meet funding priorities and screening criteria will be considered to receive a grant.

The Beaumont Foundation of America conducted a national pilot program in its first two years to identify the most effective ways to provide technology to schools, community groups and individuals. A nationwide program was implemented to address these needs, but there remain unmet needs for groups with special or unique challenges. The Foundation is now launching a nationwide Community and Individual Pilot Program (CIPP) designed to find ways to identify and develop successful programs for these special areas. CIPP placement will (1) stress quality to ensure success; (2) target groups not currently being served by BFA grantees; (3) seek to achieve system changes as well as helping individuals; and (4) seek to reach major population centers in Group B States. The following areas have been identified for potential CIPP placements:

1. Affordable Housing

2. Children's Hospitals

3. Children of Fallen Heroes

4. College and University Scholarship Programs

5. Faith-Based Initiatives

6. Foster Care and Mentoring Programs for Children

7. Homeless Persons

8. Persons with Disabilities

9. Restart Programs for Released Offenders

10. Senior Citizens

Additionally, the Foundation plans to continue grants to our national alliance partners, the Salvation Army and Boys & Girls Clubs of America.

Group B states include Arizona, Arkansas, Connecticut, Delaware, Florida, Georgia, Indiana, Iowa, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Nevada, New Hampshire, New Jersey, North Carolina, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Carolina, Tennessee, Utah, Vermont, and Wisconsin.

Interested organizations may begin registration online beginning June 8, 2004.

**Online applications will be accepted June 16 through July 30, 2004** (Salvation Army and Boys & Girls Club of America may submit applications through June 30, 2004). [ Visit Website ]

CharityChannel

DON GRIESMANN'S GRANT OPPORTUNITIES

# The Mockingbird Foundation, Inc.

By
Jul 9, 2004, 08:43 PST

Incidentally, PHISH will end their 2004 Summer Tour with a two-day festival, COVENTRY. The event will take place August 14th and 15th on the grounds of the Newport State Airport and adjacent fields in the rural town of Coventry, Vermont. COVENTRY is the band's first-ever home state festival, and first public outdoor Vermont appearance since 1995. It is sold out but hawkers are offering tickets at outlandish prices. Who is PHISH, you ask? I will let you search for truth, justice and music on your own here.

The programmatic focus is music education for children, defined as follows:

**Music:** Mockingbird is particularly interested in projects that encourage and foster creative expression in any musical form (including composition, instrumentation, vocalization, or improvisation), but also recognizes broader and more basic needs within conventional instruction. Mockingbird encourages applications associated with diverse or unusual musical styles, genres, forms, and philosophies. The Mockingbird Foundation has also announced the establishment of theDeLucia Award for Innovation in Music Education. Named for Mockingbird founder Craig DeLucia, the awards will acknowledge outstanding contributions of a creative nature.

**Education:** Education may include the provision of instruments, texts, and office materials, and the support of learning space, practice space, performance space, and instructors/instruction. Mockingbird is particularly interested in projects that foster self-esteem and free expression, but does not typically fund music therapy which is not education or music appreciation which does not include participation.

**Children:** Mockingbird is interested in targeting children eighteen years or younger, but will consider projects which benefit college students, teachers, instructors, or adult students. Mockingbird is particularly (though not exclusively) interested in programs which benefit disenfranchised groups, including those with low skill levels, income, or education; with disabilities or terminal illnesses; and in foster homes, shelters, hospitals, prisons, or other remote or isolated situations.

Mockingbird is particularly interested in organizations with low overhead, innovative approaches, and/or collaborative elements to their work. Grants are typically made only to nonprofit organizations with tax-exempt status under section 501 (c) (3) of the Internal Revenue Service code, or who have a sponsoring agency with this status. Public schools are tax-exempt and so eligible for funding, although school-based grantees cannot be independent of the school, must take place at the school, and must be supervised by the applicable municipality.

Those interested in submitting a proposal should first submit a letter of inquiry.

Grants range in size from $50.00 to $5,000.00 and are made on a one-time basis.

**The next deadlines are August 1, 2004** and February 1, 2005.

http://www.mockingbirdfoundation.org/funding/guidelines.html

BOEING

## Employee Community Fund

The Employees Community Fund is the largest employee-directed charitable organization in the world. It is employees who manage the funds and choose the community organizations that receive help. And it all happens locally, no matter where Boeing people live and work.

### An Employee-Run Non-Profit Organization

Hundreds of private, nonprofit community organizations that provide critical services depend on contributions and volunteers from the community. Through the Employees Community Fund, Boeing employees help to provide the monetary support those agencies need.

Many of the same Boeing people who contribute dollars also help these organizations through volunteer efforts, bringing together more resources for community benefit. Through voluntary giving and community service, our neighborhoods are safer and healthier--better places in which to live, work and raise families.

"A big thanks for all you do to help us help hungry people. We couldn't do what we do without the most generous employee group in North America"
Linda Nageotte, executive director
Food Lifeline, the Second Harvest Food Bank for Western Wash.

### Locally Owned, Employee Managed

The Employees Community Fund is actually made up of many locally owned, employee-managed funds at more than 60 sites around the world. Each Fund tailors its giving to meet community needs. Some locations support cultural, civic, environmental and educational organizations, and some assist Boeing employees in crisis.

"Boeing employees have demonstrated such a caring attitude for Hunstville Hospital by providing us with grants-- more than $137,000 over the years. Many lives have been saved with equipment purchased by your grants."
Medflight crew members
Huntsville Hospital Foundation, Huntsville, Ala.

All of them support health and human service organizations.
Many do so through their local United Way. In some areas, employees vote on the organizations to be funded or indicate their areas of interest to help guide their boards in making funding decisions. Others offer individual employees the opportunity to target specific organizations to receive their donations.

"We are extremely grateful to the wonderful Boeing employees who unfailingly support important charities in our community."
Kip Murray, executive director
Arizona Center for the Handicapped, Mesa Ariz.

## Direct Grants to Local Organizations

The effectiveness of each local Fund lies in the ability to make grants to nonprofit organizations that apply for funding. These grants are separate and distinct from those made by The Boeing Company. Each Employees Community Fund establishes its own criteria for grants and makes its own funding decisions in the geographic area it serves. Direct grants touch the lives of our families, friends and neighbors--those whose lives have been affected by family problems, substance abuse or illness. Funds have also enhanced our communities by helping to provide educational and cultural opportunities.

"What makes it even more special to us is that this money came from the employees' contributions. It makes it more special to the patients, too."
Nigel Revell, project director
Teenage Cancer Trust, London, England

## No Administrative Fee

One hundred percent of every employee dollar contributed goes to support the community. The Employees Community Fund is the only company-supported giving program at Boeing, and the company pays all costs for the annual campaign. Employees are encouraged to volunteer to work on the annual campaign and to become involved in community projects. The

Employees Community Fund also sponsors an annual companywide Good Neighbor Day volunteer effort. Many other events are organized at local sites.

"You are building a better community and helping families who are too often desperately shy of resources to overcome their burdens. The spirit of caring and love of your neighbor is evident at Boeing. Thank you again and again."
David Walker, executive director
Boys & Girls Clubs, Long Beach, Calif.

BOEING

# Employee Community Fund

## Apply for a Grant Through ECF: Puget Sound Area

Welcome to the **Employees Community Fund of Boeing Puget Sound** grant application page.

**Follow the instructions below about uploading attachments into the online application.**

The Employees Community Fund (ECF) is an employee-owned charitable foundation. The Board of Trustees, which consist of Boeing employees elected by the ECF membership, makes grants to 501(c)(3) nonprofit Health & Human Service agencies in 10 Puget Sound counties where Boeing employees live and work. The average ECF grant range is from $10,000 to $40,000.

**ECF considers funding in two areas only:**

1. 1. **CAPITAL**
2. 2. **SEED MONEY for new programs**

### CAPITAL

The Board of Trustees looks for the direct client benefit of the grant request. Although requests for capital needs to support purely administrative functions of the agency are acknowledged to be important, they are considered to have small direct client benefit and are not viewed favorably in the grant evaluation process.

Capital grants include:

- Purchase or construction of new buildings
- Remodels and/or additions (agency owns building or carries a long-term lease)
- Equipment (office, kitchen, industrial, furniture, etc.)
- Vehicles used to support clients
- Phone systems
- Computers ($10,000 cap on all computer grant requests)

**The Employees Community Fund WILL NOT consider grants to cover debt, nor reimburse for construction that has already started or items that have already been purchased.**

### SEED MONEY

Seed money grants support new programs that promote innovation in the delivery of services. It is not intended to support expansion of already existing programs. When reviewing applications for

seed money. ECF considers funding for salaries and other operating expenses in support of the program being initiated. Seed money is granted for the first 12 months of operation of the program. If an agency submits its application after the program has been started, ECF will consider funding for the remainder of the first year. **Seed money grants do not include support of new, start-up agencies.**

## ATTACHMENTS TO UPLOAD

As a part of your completion of the online ECF grant application, you must upload the following attachments into the application or ECF Puget Sound will be unable to consider your request (you will see a link in the application for uploading attachments):

1. a. For equipment, vehicles, renovations or other capital requests, upload a summary of three (3) comparable bids (you don't have to upload the actual bids). Requests for capital building projects must also include specifics on the campaign, timelines and contractor's estimates.
2. b. Upload the Income & Expense Statement from the last fiscal year.
3. c. Upload the most current Balance Sheet that lists assets & liabilities.
4. d. Upload Audit information: date of last audit and result/outcome or findings.
5. e. Upload driving directions to your agency.

- Once the application has been received and reviewed, a site visit by two ECF trustees may be scheduled with your agency.
- The grant decision process typically takes three to four months.
- The ECF Board will decide to fully fund, partially fund, or deny funding the grant.

If you have any questions prior to forwarding your application contact Colette Ogle, Grant Administrator, at 206-655-6987.

**Areas and items that ECF will NOT fund:**

- Individuals
- New start-up agencies
- Medical research
- Vehicles for agency staff
- Warranties & equipment maintenance
- Public & private schools
- Computer upgrades
- Computers for administrative use
- Warranties & equipment maintenance
- Public & private schools
- Wholly-tax supported institutions

- Arts, Cultural, Environmental agencies
- Recreational activities
- Fundraising and advertising
- Hospital capital drives
- National fund drives
- Paying off debt
- Walk-a-thons & other fundraising events
- Specialized software for administrative use

## EMERGENCY GRANTS:

Aside from Capital and Seed Money grants, ECF will sometimes consider Emergency Funding grants.

Emergency Funding grants are targeted to address a sudden and unexpected need which endangers an agency's normal operation. They are intended to meet urgent situations where there are no other immediate sources of funding available.

Emergency Funding grants should not be used when the normal ECF grant process is appropriate. Emergency Funding is not applicable in situations where an agency experiences a decrease in operating revenues.

For more information, call the Grant Administrator at 206-655-6987.

Make an Application

Site Terms Privacy Policy Contact Us FAQ


Our company contributions program welcomes applications in four major areas: education, health and human services, arts and culture, and civic and environment. Boeing accepts applications for not only cash grants (see guidelines below for each area), but in-kind donations and services.

**To apply for support:**

- Read guidelines to determine if your organization and your project will qualify for consideration.
  If eligible, see the Application Process information at the bottom of this page to submit a proposal.
- Select the Application link at the bottom of this page.

**General Guidelines:**

1. You must be an U.S. based IRS 501 (c) (3) qualified charitable or educational organization, or an accredited K-12 educational institution or foreign equivalent.
2. We will not support an individual person or family.
3. We will not provide support for a political candidate or organization through our Community and Education Relations organization. If you are seeking this type of support please contact your local Boeing Government relations office.
4. We do not fund religious activities, in whole or in part, for the purpose of furthering religious doctrine.
5. We generally do not fund memorials or endowments.
6. We do not fund travel expenses.
7. We do not fund agency and/or school sponsored walk-a-thons, athletic events, or athletic group sponsorships other than Special Olympics.
8. We do not fund door prizes or raffles.
9. We generally do not fund U.S. hospitals or medical research.
10. We do not fund school-affiliated orchestras, bands, choirs, drama groups, yearbooks or class parties.
11. We do not fund general operating expenses.

**We consider applications in the following areas:**

**Health and human services**

Donations are made to 501(c)(3) organizations in communities where our employees live and work. We provide contributions for:

- Seed money (one-time grants) for new programs that address community needs and priorities.
- One-time grants to buy equipment, improve facilities, or enable special projects.

**Arts and culture**

We provide contributions for:

- Performance sponsorships and outreach programs.
- One-time grants to buy equipment, improve facilities, or enable special projects.

**Civic and environment**

We provide contributions for:

- Seed money (one-time grants) for new programs or projects that address community needs and priorities.
- One-time grants to buy equipment, improve facilities, or enable special projects.
  back to top

**Education**

**Kindergarten through Grade 12**

Our kindergarten through grade 12 efforts are concentrated on schools and districts near Boeing sites.

Guidelines for eligibility are:

- School districts must have a strategic plan that focuses on high academic standards, a commitment to improving student achievement and effective school-to-work strategies.
- Schools or organizations must be located near a Boeing site.
- High schools may apply for participation in our Tech Prep program.
- The applicant's request must be consistent with our company's strategy and business plan.
  back to top

**Higher Education**

In higher education, the company emphasis is on recruitment, research and policy initiatives aimed at improving the quality of higher education and enlarging the pool of well-educated graduates.

Contributions to higher education include:

- Major grants.
- Scholarships.
- Minority and women's programs.

**Guidelines for eligibility for four-year colleges and universities are:**

- Support of our company's diversity efforts
- Compatibility with our company's strategy and business plan.

Funding considerations will generally be given for innovative proposals relating to

the following areas:

- Academic programs in:
    - Engineering.
    - Business.
    - Technology.
    - Math.
    - Selected science, e.g., physics.
- Faculty preparation and development.
- Collaborative academic programs.
- Curriculum development.
- Laboratory equipment that directly supports learning and academic performance.

The following are generally outside of our higher education **cash** contributions guidelines:

- Programs not related to our business or technical goals.
- Sponsorships for student or faculty travel, field trips, conferences, etc.
- Capital campaigns (e.g. land acquisition, construction or renovations).
- Endowments.

**Guidelines for eligibility for two-year colleges:**

- Proximity to Boeing sites.
- Participation in our Tech Prep program.
- Compatibility with our company's strategy and business plan.
- Support of our company's diversity efforts.

back to top

Funding considerations will generally be given for innovative proposals relating to the following areas:

- Aviation Maintenance.
- Manufacturing & Engineering Technologies.
- Information Technology.
- Telecommunications/Networks.
- Business Technologies or Disciplines.
- Electronics.
- Machine Tool Maintenance.
- Machine Shop Technology.
- Quality Assurance.
- Evaluation (Learning Assessment).

The following fall outside of our higher education **cash** contributions guidelines:

- Programs not related to our business goals.
- Sponsorships for student travel field trips, etc.
- Capital campaigns (e.g. land acquisition, construction or renovations).
- Endowments.

**In-kind donations and services**

Boeing donates surplus goods (e.g., computers and office equipment) to organizations within our four major areas of support. Please send to us a prioritized list of the items requested.

Boeing provides in-kind services to organizations within our four major areas of support. These services include loaned employees, printing, graphics, technical support and transportation. Printing requests will be considered on an every-other-year basis for educational and awareness material; six to eight weeks of lead time is required. We do not print auction booklets, tickets or one-time items.

**Application process**

1. Click the link for your nearest community relations office to determine if any application deadlines or award schedules have been established for your state. There are no deadlines or schedules for requests from non-U.S. organizations. Requests submitted after October 31 will not be considered until the following January.

2. Preview the application (optional) - gather information and compose long text answers offline. These can be pasted into the online application. Preview files require Excel '97 or above to view. If you don't have this software, skip to step #3 to log-in and preview online. **The two files below are provided for preview and composition purposes only and will not be accepted for proposal submittal.**

Non-Education request    Education request

3. To Submit an Application for Support:

**New Users** - Click below to take the eligibility quiz, create a password, complete and submit the online application. U.S. organizations need a 501c3-qualified tax id number or NCES id (K-12 schools/districts) to apply. Individual K-12 schools need to provide both their NCES district id (7digits) and school id (5 digits). Most public U.S. universities or colleges will need to apply using the tax id for their 501c3 charitable foundation or development office. If you are a U.S. political subdivision or have difficulty creating your password, you can request assistance via e-mail or by contacting your nearest community relations office.

Make an Application

Search for K-12 NCES ID

**Current Users** - Click button to log-in and work with your application(s). Bookmark the linked page for future reference to return and log-in later.

Revise My Application

back to top

# Creating A Fundraising Plan

# Factors to Consider When Creating Your Plan

1. Current Efforts

2. Cash Flow

3. Availability of Key People

4. Availability of Other Resources

5. Mission-Related Occasions

6. Efficiency of Effort (cost/benefit)

7. How Each Effort Furthers Your Moves Management Goals

8.

9.

10.

## Relative Costs to Raise a Dollar

| | |
|---|---|
| Direct Mail<br>(acquisition of new donors) | $1.25 to $1.50 per $1.00 raised |
| Benefits, Special Events<br>(gross revenue and direct costs only) | $0.50 to $1.00 per $1.00 raised |
| Membership | $0.20 to $0.30 per $1.00 raised |
| Direct Mail<br>(renewal of existing donors) | $0.20 to $0.25 per $1.00 raised |
| Corporate/foundation support | $0.20 to $0.25 per $1.00 raised |
| Planned giving | $0.20 to $0.30 per $1.00 raised |
| Major gifts efforts<br>(personal solicitations by volunteers) | $0.10 to $0.20 per $1.00 raised |

From Fund-Raising Cost Effectiveness
By James Greenfield, 1996

## Setting Goals for Next Year

| Fundraising Method/Source | Last Year | | This Year | | Next Year | |
|---|---|---|---|---|---|---|
| | # gifts | $ raised | # gifts | $ raised | # gifts | $ raised |
| 1. Earned Income | | | | | | |
| 2. Contributed Income | | | | | | |
| a. Public (Govt) | | | | | | |
| b. Private | | | | | | |
| • Corporate | | | | | | |
| • Foundation | | | | | | |
| • Org/Assn | | | | | | |
| • Individuals | | | | | | |
| • Mail | | | | | | |
| • Phones | | | | | | |
| • Workplace | | | | | | |
| • Events | | | | | | |
| • Major Gifts | | | | | | |
| • Other | | | | | | |

# Event Planning Worksheet

| Event (what) | Leader (who) | Jan. | Feb. | March | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |

# Donor Solicitation/Cultivation Worksheet

| Current Activities | Jan. | Feb. | March | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

# Strategic Value of an Annual Fund Program

**ANNUAL GIVING**

1. Provides a predictable base of supporters for an institution. Five-year consecutive donors contribute over 50% of monies raised each year.
2. Builds donor loyalty to the organization.
3. Dollars are real and can be significant.
4. Leads to major giving and planned giving. A donor's major gift or bequest is rarely his or her first gift.
5. Programs identify and involve new leaders.
6. Cultivates donors at increasing levels.
7. Solicitations can be an important means of initiating on-going cultivation.

**HOW TO MEASURE THE ANNUAL FUND PROGRAM'S SUCCESS**

1. Total dollars raised; Total dollars pledged.
2. Solicitation effectiveness: Percentage of those asked who gave.
   Number of donors; Number of those who pledged
3. Proportion of 5-year plus loyal donors.
4. Percent increase or decrease.
5. Pledge fulfillment rate.
6. Renewals and Upgrades (75% renewals)
7. Donor acquisition (5-15%)
8. Reactivation Rates (40%)
9. Total Cost: Per donor
   Per prospect
10. Average gift; average pledge
11. Volunteer effectiveness
12. Number of leadership gift donors.
13. Number of major gift prospects identified.
14. Number of planned gift prospects identified.

**TRUTHS ABOUT ANNUAL GIVING**

1. Manage loyalty and affinity first then money will follow.
2. Build in benchmarks to monitor progress along the way.
3. It costs money to raise money. Investing in annual giving does pay off!
4. The more you ask for, the more you will receive – the reverse is true too!
5. Money is the outcome (an end) not the "end" in itself.
6. Don't let goals blind you of your prospects.
7. It really is all about relationships.

# Pre-Event Assessment

1. What are your goals?

2. Who is your audience?

3. How will this event reflect your mission?

4. How will this event reflect your organization's culture?

5. How will this event reflect your constituency?

6. How much time do you have?

7. How much up-front money do you have?

8. How many volunteers do you have?

9. Do you have the other essential resources you'll need?

10. How will this event further your Moves Management goals?

# House Party How-To

WHO: Hosts: Current board member, volunteer, donor
Former board member, volunteer, donor
Community ally with name familiarity, cool house or office
Prospective donor we're trying to cultivate

Guests: Current donors you hope to upgrade or renew
Current constituents who have not yet contributed (volunteers, event attendees, participants in programs, newsletter recipients who haven't donated or joined)
Contacts of host/ess
Contacts of board, volunteers, donors, clients served
Former donors or board members you'd like to pull back in
Outsiders you want to introduce to the organization

WHAT: Purposes could include:

- Identification of new prospective donors
- Education of prospective donors/allies re: our mission/campaign
- Building interest among non-donor constituents (ask later)
- Getting individuals more involved/engaged in organization
- Asking for a contribution in a group environment

WHERE. Anywhere people would want to go, such as a house, office, or club with art, a view, a garden, a prestigious address or a host/ess with cache, but if possible, a venue that reflects your mission.

WHEN: An hour and a half either right after work (5:30-7:00) or early evening (7:00-8:30).

HOW: **Preparation:**
Determine venue
Get appropriate names from mailing list in your area
Add names from your own circle and that of host/ess
Phone or email all invitations, Do not rely on mailed invitations
Give guests 4-5 weeks notice

**Refreshments:**
Serve only light refreshments – don't distract from goal
Don't spend a lot on food and beverage
If 5:30, serve finger food; if 7:30, serve dessert
Offer to cover costs for host/ess, but …

**Program:**
Hold at half-way mark, and keep to 15-20 minutes max
Have folks refresh drinks before talking begins (give 5 min warning)
Have leader offer welcome, introductions, thank yous
Mention mission (& tell how venue relates to mission?)
Have host/community leader explain why our mission is important
Have leader tell what organization is doing to deal with issue
Mention campaign goals (programmatic, then financial)
Tell of accomplishment (have someone offer "testimonial"?)
Say "we can't continue this important work without your support."
Ask for commitment from guests: financial contribution, mailing lists we can mail to, offer to host another gathering, contacts, etc.)
Then thank them for coming and get back to partying

**The Ask:**
The request for support should be clear and decisive, not apologetic, & sound like the campaign is something they'll want to be part of
Ask high – research shows that people are flattered, not insulted, by high asks. They can be insulted by amounts they deem too low. When you schedule your party, and you know who's going to make the ask, have requested amounts relate to what they could pay for.

**Collateral Materials:**
Have enough recent editions of the newsletter for each guest
Have enough brochures or flyers for each guest
Have pens, pledge forms and response envelopes for everyone
Have a basket or bowl to collect responses in
Have photographs germane to mission for folks to look at?
Have a list of types of projects that could use their support

# Do's and Don'ts in Writing to Raise Money

**DO:**

+ Address the needs, wants and concerns of the donor, volunteer and prospect
+ Focus on opportunities
+ Aim to get a response, evoke action
+ Present a vision of the future
+ Position the organization relative to others
+ Use a positive, uplifting, inspirational tone
+ Focus on a single, memorable easily internalized idea
+ Appeal to the values and aspirations of the donor
+ Document your claims with data and testimonials
+ Use a straightforward, yet conversational style
+ Keep the text focused
+ Make the case larger than the organization

**DON'T:**

- Address the needs, wants and concerns of the organization
- Focus on problems and needs
- Aim to "send a message" "tell the story"
- Focus on "survival" or maintaining the *status quo*
- Say the same things as the competition
- Threaten disaster or play on guilt
- Cite every possible reason to support the organization
- Argue for controversial values or ideas
- Make unsupported statements and generalizations
- Use a cute, clever or rhetorical style
- Try to include every fact or idea
- Limit the case to short-term internal objectives (like salaries)

**DO SAY:**

+ Opportunities
+ Challenges
+ Advance, enhance, strengthen
+ Investment
+ Campaign
+ Philanthropy, voluntarism

**DON'T SAY:**

- Needs
- Problems
- Survive, maintain, continue
- Donation
- Appeal, drive
- Charity

# 53 Words That Raise Money -- and 33 That Don't

## BEST

| | | |
|---|---|---|
| success | initiative | vision |
| challenge | leadership | benefit |
| mission | results | tradition |
| asset | history | investment |
| values | commitment | quality |
| ensure | integrity | secure |
| independence | sustain | community |
| underwrite | nation | guarantee |
| America | safeguard | together |
| strengthen | voluntary | fulfill |
| sharing | achievement | responding |
| accomplishment | opportunity | advancement |
| potential | decision | possibility |
| strategy | prospectus | task |
| campaign | priority | model |
| growing | leverage | sound |
| time | responsible | future |
| productive | enduring | |

## OVERUSED

| | | |
|---|---|---|
| excellence | program | 21st century |
| caring | impact | giving |
| direction | developing | bridge |
| enhancing | horizon | viable |

## WORST

| | | |
|---|---|---|
| need | crisis | help |
| deficit | save | shortfall |
| survive | gap | maintain |
| continue | donation | problem |
| charity | difficulty | |

# Fundraising Resources

## Publications

| | |
|---|---|
| Fundraising for Social Change | book by Kim Klein |
| Raise More Money | book by Kim Klein |
| Grassroots Fundraising Journal | magazine by Kim Klein |

All available through Jossey-Bass Publishers: www.josseybass.com

## Electronic

www.CharityChannel.com (electronic newsletter)
Grants and Foundations Review
Non-Profit Boards and Governance Review
Major Gifts Review
E-Philanthropy Review
Volunteer Management Review
Charity News Daily
Book Reviews
Career Search

www.raise-funds.com

## Professional Development and Networking Groups

Professional Association for Fundraisers
monthly meetings, training sessions, conferences, website
**Northwest Development Officers Association** 206-367-8704
Website = www.ndoa.org

Professional Association for Grantwriters
bi-monthly meetings with grantors, training sessions, conferences
**Puget Sound Grantwriters Association** 206-367-8704
Website = www.grantwriters.org

**Non-Profit Schmoozefest** – periodic informal networking gatherings
www.npsfest.org

Help with Planned Giving
**Leave a Legacy** – independent group helps groups ask for gifts through wills
Website = www.leavelegacy.org 206-367-8704

# Articles: "Grassroots Fundraising"

# THE *Fine Art* OF *Asking* FOR THE *Gift*

BY KIM KLEIN

People who are active in an organization, particularly board members and key volunteers, are natural candidates to solicit major gifts in person from contributors or prospects. An organization may even provide training sessions to increase volunteers' skill and comfort in making such personal solicitations.

Many people have discovered that doing face-to-face fundraising reminds them of the true depth of their commitment to an organization. They remember why they became involved with the work in the first place and why they think the work is important. Occasionally, people discover in the process of asking for gifts that their commitment is not that strong and that they would be happier in another organization.

People soliciting major gifts for an organization must, first and foremost, believe thoroughly in the cause of the organization. Second, they must have demonstrated that commitment with a financial contribution. The size of that contribution is not important, but it must be an amount that is significant for that individual. Having made their own gift, they convey the message to their prospects (whether simply in attitude or in words as well), "Join me. Do what I have done. Give a large contribution to this organization because it is really important." Once a solicitor has demonstrated their own commitment, they can approach their prospects with confidence.

> Many *people* have discovered that doing face-to-face *fundraising* reminds them of the true depth of their *commitment* to an *organization.*

## TYPES OF PROSPECTS

There are three types of prospects for face-to-face solicitations:

- People who have given before and are prospects for a repeat or upgraded gift
- People who have not given before, but are close to someone in the organization
- People who are interested in the cause but don't know anyone in the organization.

For people in the last category, some kind of cultivation is necessary before actually soliciting the gift. Inviting the person to a special event, house meeting, or educational evening, or asking to see the person in order to describe the program, should precede the meeting at which a gift is requested. In this article, we will assume that the prospect is ready to be asked for the gift.

## APPROACHING THE PROSPECT

There are three steps in approaching the prospect:

1. A letter describing the program and requesting a meeting to discuss it further
2. A phone call to set up a meeting
3. The meeting itself, in which the gift is usually solicited

Obviously, if you are approaching your spouse or your best friend, you can skip the letter and perhaps even the phone call. In some cases the letter will be enough and there will be no need for a phone call and meeting; in others a phone call alone will suffice. Requests for gifts of more than $1,000, for capital gifts, or for multiyear pledges will almost always be more successful in a face-to-face meeting. Further, even when prospects decline to meet, they are pleased that you were willing to take the time to meet with them had they so desired.

### Letters to Current Givers

The simplest letter is the one to prospects who have given before. You thank them for their support in the past

and ask them to give the same amount or more again. In the letter, describe some of your achievements during the past year and some of your future plans. Tell them you will phone them in a few days and, if they are in your area, offer to meet with them. Enclose a stamped return envelope.

After a few days, phone them. Often you will discover that the check is in the mail. Over time, you will learn who prefers not to be phoned, but just wishes to be reminded when it is time to renew their gift.

If you do meet with the prospect, ask for a larger gift than they gave last year, or use the meeting as an opportunity to ask for the names of other people who might be interested in giving major gifts. As you get to know the donors, you can see if they would make good board members or if they would be willing to solicit some large gifts on behalf of your organization. Meeting with current donors tells people that they are valued and helps build their loyalty to the organization.

**Letters to People Close to the Organization**

Letters to prospects in this category should be signed by the person who knows them best. Letters to prospects you know rest heavily on the amount of respect and affection the prospect has for you. When writing to someone you know, use the same tone and format you would use in writing to him or her about anything else. If you normally call the person by their first name, do that in your letter. Mention to your friend that you are a donor yourself. You don't have to say how much you give — just the fact that you give will tell your friend that you are asking them to do only what you are already doing.

If the person who knows the prospect is unable or unwilling to write the letter, then the person actually soliciting the gift may be a stranger to the prospect. In that case, begin the letter by making the connection clear: "Jane Friendswithyou gave me your name. She said you might be interested in our work because...." Go on to describe the work of the organization and ask to meet with the person. Indicate in the letter that you will be asking for money. The letter can describe how much the organization needs and what kind of gift you hope the prospect will make.

In writing the letter, remember that people have short attention spans. Make your sentences interesting, evocative, and short. Avoid using jargon or complicated explanations. Statistics are fine, if used sparingly. The idea of the letter is to spark the prospect's interest so that he or she will want to meet with you. The letter does not have to convince fully, and in fact, should just raise the person's interest. The face-to-face meeting is the time to convince the prospect to give.

The *idea* of the *letter* is to spark the *prospect's interest* so that he or she will *want* to *meet* with *you*.

*Sample Letter*

Dear Theodora,

You and I have talked about my work with the East Side Senior Advocates, and I have appreciated your support over the years for our various projects. We are now entering one of our most exciting ventures yet — a project to put a Senior Advocate in every neighborhood where more than 10 percent of the population is over 65. This project will involve hiring three more staff people and renting one more office. The benefits far outweigh the costs, however.

I am hoping you will consider making a major gift to this project. We are looking for gifts in the range of $2,000, although gifts of all sizes are needed.

I don't expect you to decide based on this letter — what I want is for us to meet and talk about the project. I will call you in a few days to see when we can get together.

Sincerely,
Anastasia

**The Phone Call**

If you say you are going to call, call. Rehearse the phone call beforehand to anticipate possible questions or objections the prospect might have. The following examples show three different problems that arise during phone calls and ways they could be handled.

Prospects appreciate *persistence*, *assertiveness*, and an attitude that what you have to *offer* is critically *important* and worth taking some *time* to *discuss*.

*Scenario One: The Easy Prospect*

*You:* Hello, this is Worthy Cause. Is this Mary Prospect?

*Ms. Prospect:* Yes, it is.

*You:* I recently wrote to you about.... Did you get my letter?

*Ms. Prospect:* Yes, I think I did.

*You:* Do you have a minute now? (Or. Is this a good time to talk?)

*Ms. Prospect:* I have just about one minute. Now, remind me of what your organization does. I get so many letters.

*You:* Our organization...(two sentences at most). What I

would really like to do is get together with you for about half an hour to explain our project in more depth. I know you are busy. Is there any time next week that I could come see you?

*Ms. Prospect:* I think I could fit you in next Wednesday at 10:00 AM.

*You:* Great. I'll be there. Thanks so much.

***Scenario Two: Time and Logistics Problems***

*Ms. Prospect:* This is really a bad time of year for me. I'm doing an inventory and then I have to fly to Washington, D.C., and I just can't fit in another thing.

*You:* I can certainly understand that. Why don't I call you next month and see if things have settled down, and you might have some time then?

*Ms. Prospect:* That would be fine.

Or,

*Ms. Prospect:* This is just too busy a time for me. I'll call you when I can work you into my schedule.

*You:* I know you have a lot on your mind. I'll call you in a month or so to see if things have settled down.

Or,

*Ms. Prospect:* I never make decisions to give away such large gifts without talking it over with my husband. We do all our giving jointly.

*You:* That seems reasonable. May I come and talk to you both?

***Scenario Three: Disagreements with the Organization***

*Ms. Prospect:* I got your letter, but I have to tell you honestly that I think the government should be taking care of this, and you all should be lobbying for restored government funding in this area.

*You:* We agree that the government should be taking care of this problem, and we're working with a coalition of groups to pressure for restored funding. But in the meantime, these people are without services, and we have to turn to people like you who understand the need so clearly. I'd like to talk with you about our government strategy, since I know that it is an area of interest to you, in addition to discussing our program. Could we meet next week?

Or,

*Ms Prospect:* Aren't you the group that had to fire your executive director for incompetence a little while ago?

*You:* Yes, our executive director was released when the board discovered....I know you'll be pleased to learn that Much Better Person has taken her place and things are now completely back to normal. I really want to talk about our programs in more detail. Is it possible to set up a meeting in the next few weeks?

Or,

*Ms. Prospect:* I have other priorities at this time and I'm not sure your organization falls within my present commitments.

*You:* I know that you have other priorities. I would really appreciate it if we could discuss our organization's program because I think it fits within your concerns. Jane Friendswithyou indicated that you are strongly committed to... and we do work in that area now.

*Ms. Prospect:* I'm afraid you'll be wasting your time.

*You:* I'm not worried about that. I don't want to waste your time, but I do think a brief meeting would help us both to see if we have any goals in common.

It is also a ***good feeling*** to ***know*** that you were ***able*** to set aside your own discomfort for the ***greater purpose*** of meeting the ***needs*** of your ***organization***.

## THE IMPORTANCE OF BEING ASSERTIVE

Most of the time when people put us off we assume that they are trying to say no but are just too polite to come right out with it. This is a false assumption. Prospects are looking for signs that you are really serious about your organization. They appreciate persistence, assertiveness, and an attitude that what you have to offer is critically important and worth taking some time to discuss.

If you are easily put off and take the first no as the final answer, it tells the prospect that you are not terribly concerned about the organization, or that you don't really care whether or not the prospect gives. Clearly, you don't want to be rude, but you need to be willing to push the prospect a little; don't take the first resistance as the final word.

## THE FACE-TO-FACE MEETING

Once you have an appointment, you are ready to prepare for the face-to-face solicitation. This is not as frightening as it seems. First of all, the prospect knows from your letter or your phone call that you will be talking with them about making a contribution. Since they have agreed to see you, the answer to your request is not an outright no. The prospect is considering saying yes. Your job is to move them from "I'm considering giving" to "I'd be delighted to give." The purpose of the meeting is to get a

commitment to give. Everything else revolves around this purpose. It is fine for the conversation to go off on a tangent, but you must keep bringing it back to the financial needs of the organization and the possible role of the prospect in meeting those needs.

As the solicitor, you must appear poised, enthusiastic, and confident. If you are well prepared for the interview, this will not be too difficult. Many times, board members and volunteers are afraid they will not appear knowledgeable about the organization. It is perfectly fine for them to bring along a staff member or someone who has been with the organization for a long time and who can answer difficult questions. Sometimes going with a partner also helps you feel more relaxed. It is also fine to answer a question with, "I don't know, but I'll be glad to get you that information."

In the meeting, your role is to help the prospect to see that giving to your organization is a logical and natural extension of his or her interests and concerns. Ask the prospect questions, and carry on a conversation with him or her. "Do you agree with our approach?" "Did you see the article about us in last week's paper?" "Has Jane Friendswithyou talked much about our organization?"

When you finally ask for the gift, look the prospect right in the eye and in a clear, bold voice say, "Can you help us with a $300 contribution?" or, "We are hoping you can give $500 to $1,000." Keep looking at the prospect, and don't say anything after you have asked for the gift. It is the prospect's turn to speak.

Although it may seem like a long time between your request and his or her response, it is only a matter of a few seconds. Sometimes the prospect will say, "I'd like to help, but that figure is way out of my range." Your response can be, "What would you feel comfortable giving?"

After you ask for the gift and get an affirmative answer, discuss how the prospect wants to make the gift. Perhaps they will give you a check right there, or mail it in the return envelope you brought. For larger gifts, prospects (now donors) may want to transfer stock, or make other arrangements that will cause the gift to arrive in a week or two.

Once these arrangements are made, thank the donor and leave. Immediately after the interview, send the donor a thank-you note. Another thank you from the organization should be sent when the money arrives.

## BUILDING A STRONGER ORGANIZATION

Although it can be anxiety producing to ask for money the first few times you do it, it is thrilling to get an affirmative commitment from a major donor. It is also a good feeling to know that you were able to set aside your own discomfort for the greater purpose of meeting the needs of your organization. Knowing that you can talk comfortably about the financial goals of your organization is empowering. Boards of directors find that they are immeasurably strengthened when each of their members feels able to ask for money. GFJ

KIM KLEIN IS PUBLISHER OF THE *GRASSROOTS FUNDRAISING JOURNAL*.

# A STEP-BY-STEP GUIDE TO...
# *Organizing a Fundraising Dinner*

BY MIMI HO

**EDITOR'S NOTE:** This article is adapted from the new book, *The Accidental Fundraiser: A Step-by-Step Guide to Raising Money for Your Cause*, by Stephanie Roth and Mimi Ho.

Fundraising dinners take advantage of the human desire to come together, have fun, feel part of a community, and support a good cause. A community dinner is usually held in a public venue, such as a community center, restaurant, or hotel. During the dinner, people mingle, are fed a meal, and learn about the cause or organization. There is usually a program that may honor someone and include an emcee, speakers, entertainment, and a fundraising pitch. There may be additional fundraising events within the dinner framework, such as a silent auction, ad book, or raffle — all of which can help raise extra funds.

This article focuses on a local, grassroots dinner rather than a high-priced special event that might require a professional event planner and extensive staff time. Here the emphasis is on how to keep overhead costs down and how volunteers can run such a dinner.

## BEST USES OF A COMMUNITY DINNER

Raising large amounts of money is usually not a primary goal of most dinners; there are faster ways of raising money quickly. But dinners are a great fundraising activity if you are also trying to achieve any of the following goals:

- Raise the visibility of your project
- Build community, celebrate accomplishments, deepen relationships with people who are involved with your project (volunteers, donors, or supporters) and intensify their commitment
- Bring in new money from new people
- Provide a way for volunteers to learn new skills and get more comfortable with fundraising activities

## THINGS TO CONSIDER

Dinners take a fair amount of work and attention to detail. Once you've learned about the details below, consider whether you have enough enthusiastic volunteers to help carry out such an event. It's good to form a coordinating committee of three to five people and a wider pool of at least another five to ten volunteers. It can be helpful if one of the dinner coordinators has had experience organizing some kind of event, such as a wedding, a family reunion, a big birthday party, or something comparable that would have given them an appreciation for the details and deadlines this kind of undertaking involves. Keep in mind, too, that a successful dinner takes at least three months to organize (six months is ideal) and requires upfront money (see Costs, below).

You may be organizing a dinner as a one-time event, but as with many fundraising strategies, if you can repeat the event year after year, improving as you go, it will become easier to organize and more successful, with increased financial returns from the event each year.

Many organizations hold annual dinners. Those that do have found that it takes two or three years for the event to smooth out kinks, build a loyal base of attendees, and develop a "tradition" status. Once the dinner has been established as a successful affair, a segment of your supporters are likely to return year after year. Some will bring their friends, introducing new people to your project. If you follow the steps outlined here, you can both energize your supporters and make a modest amount of money.

## COSTS

The following items represent potential expenses; the costs can be kept lower if you can get many of them donated:

- Venue for the event
- Tables and chairs
- Food and drink
- Paper goods or place settings
- Equipment (such as a sound system)
- Insurance (liability insurance is sometimes required by the venue)
- Fees and expenses for entertainers or guest speakers
- Child care

- Invitation design, printing, postage
- Publicity (ads, public service announcements, flyers)
- Copying of materials
- Postage for thank-you letters

## TEN STEPS TO A SUCCESSFUL DINNER

These are the steps you should plan on taking. Each is discussed in detail below.

1. Make a plan
2. Recruit volunteers
3. Develop the invitation list
4. Find the dinner site and set the date
5. Design, print, and send invitations
6. Plan the program
7. Arrange food, drink, and other logistics
8. Publicize the event, do turnout calls, sell tickets
9. Review the event details and hold the event
10. Evaluate the event and send thank yous

### Step 1: Make a Plan

Because a dinner is a larger event than most, the coordinating committee should help set the goals for the dinner, make a work plan and budget, and recruit and coordinate the other volunteers who will help carry out all the tasks.

The coordinating committee should be clear about the goals for the dinner and avoid getting swept up into fantasies of getting a famous entertainer to perform, serving gourmet food, having elaborate decorations, and so on. Setting realistic goals will help you avoid producing an event that loses money.

Since tickets alone may not raise the funds you need or tap into the giving potential of the people who attend, consider some of the following ideas for raising more money from your dinner:

- Sell raffle tickets before and during the dinner and hold the drawing at the dinner
- Hold a silent auction at the dinner
- Create an ad book to be distributed at the event
- Invite individuals or businesses to sponsor the dinner by underwriting some of the costs
- Ask people to sponsor entire tables at the dinner
- Make a pitch for an extra contribution at the dinner

You'll find articles in past issues of the *Grassroots Fundraising Journal* on raffles, ad books and auctions (listed at www.grassrootsfundraising.org); sponsorships are discussed in this article.

These extra fundraising activities also allow you to get support from people who may not attend the event but who want to contribute. To reach the fundraising potential of these extra activities, you will need to sell raffle tickets and ad space far in advance of the actual dinner. These strategies are a perfect project for a subcommittee of volunteers to coordinate. Make sure there is good communication among the committees organizing these auxiliary fundraising strategies and the volunteers who are soliciting sponsorships and other in-kind items for the dinner so that the same vendors or people are not being asked twice for donations related to the same event.

Decide if you want a host committee or sponsors for the event. A host committee is usually made up of visible members of the community who lend their name to show that the dinner and your organization are widely supported. Recruit a host committee early on in the process so that the committee names can be printed on the invitation. Committee members are asked to make a financial contribution to the dinner and, even if they aren't able to attend, to send personalized invitations to their friends.

With dinner sponsorship, individuals, organizations, and businesses give a substantial donation or may even underwrite the dinner. In return, the sponsors' names are featured prominently on the invitations and programs and at the event itself through banners or displays. Think through which businesses might be appropriate sponsors. For example, if you are working on environmental issues, sponsorship by a company known as a polluter would likely alienate your supporters. On the other hand, a contractor known for using environmentally friendly materials in their business might be interested in supporting your group and getting some publicity for it.

Another way to get larger donations is through table sponsorships. Organizations or individuals who sponsor a table pay a lump sum — usually more than the actual cost of the total number of seats at the table — and then give tickets to people within their organization or to friends.

The key to a successful dinner is good planning. Creating a detailed work plan on the front end will help save much headache in the long run. Because the teamwork of volunteers is so important to successful dinners, your work plan should specify the point person and other volunteers for each task or series of related tasks. Include deadlines that give enough cushion to allow for delays or problems that may come up. Even then, expect some crisis, such as a speaker or performer who gets sick the day before the event, or a printing error that advertises the wrong date.

Plan to organize your volunteers into committees to carry out the range of tasks required: program — speakers, location, food, and so on; promotion — invitation and publicity; and additional fundraising activities — ways to increase the money raised by producing an ad book, raffle, or silent auction.

The coordinating committee should develop the overall work plan that sets goals and parameters, and should plan out as much detail as possible for the project committees. Generally, it is better to err on the side of more detail than less, to make sure everyone has the same vision.

For example, the program committee needs to know if the coordinating committee envisions that community members will provide entertainment and be the key speakers; that way, it won't go off and recruit the local, flashy politician who is a good speaker but does not represent your group's values.

### Step 2: Recruit Volunteers

Dinners depend on the enthusiasm and commitment of volunteers. A dinner can be a good entry point for someone to learn how to do fundraising, find out more about the project, and become invested in its future. The skills developed in putting together a dinner can translate well to other work your project does, such as planning a speaking event, organizing a rally, or recruiting people to a public meeting to make demands of a decision maker.

Be realistic about how many volunteers it will take to do all the tasks of putting on a dinner. Err on the side of recruiting too many volunteers — some are bound to drop out because of illness, other time commitments, and the like. Train and support your volunteers, staying thoughtful about how they like to work. Include benchmarks in your work plan to measure how progress is going and to adjust plans if needed. Troubleshoot as problems arise.

### Step 3: Develop the Invitation List

With your volunteers, brainstorm a list of friends, family, coworkers, neighbors, and acquaintances who might be interested in learning more about your project and enjoy coming to the event. You'll need to send at least three times as many invitations as you're hoping will attend — more than that if you're inviting people who aren't so close to you or the organization. You can also invite people who live in another state or who for some other reason cannot attend but may make a contribution anyway. Don't forget to invite everyone on your organization's mailing list: those who receive your newsletter, if you have one, or who have expressed interest in your work or made a donation of any size.

### Step 4: Find a Dinner Site, Set the Date and Time

Consider a location that your supporters will find convenient and comfortable. If you work on women's issues, see if there are any women's centers or YWCAs with adequate space. If your project is based in the Latino or Asian community, try to find a space within that community. A multiracial organization will want to find a space where a variety of communities will feel comfortable.

Try to get the space for your dinner donated or rented to you at a low rate. If you can be flexible about the date of your event, there might be more opportunities for free or low-cost spaces.

Think about what types of facilities will be needed. Some considerations include the following:

- A kitchen to heat up donated food or where volunteers can cook the dinner
- A child-friendly room nearby in which to provide child care
- Space accessible to people with disabilities
- Extra tables and chairs beyond what the facility provides
- A sound system — if the facility doesn't have one you may need to borrow or rent one
- Liability insurance if required by the venue (see below)
- If you are considering serving alcohol, find out if the venue allows it and if you need a liquor license

If liability insurance is required, don't panic. If you are an established nonprofit organization with an office, you might already have a policy for liability insurance to which you can add a rider that covers the event. If you are an all-volunteer group that is not part of a nonprofit organization, you may be able to use the homeowner's insurance policy of one of the members of your group. If no one owns a home, find out if the venue itself can cover you under their liability insurance, even if it means an extra charge.

### Step 5: Design, Print, and Send Invitations

The invitations can be as simple or as fancy as you like and can afford. If you have a volunteer with design skills, this is the time to let them shine! Just be sure to include the key logistical details in the invitation: what, where, when, directions to the dinner, phone number or e-mail address to reply. Include a reply card and envelope so that if people can't come to the event, they can still make a donation. If you have decided on a speaker, performer, or honoree, include that information on the invitation, along with the names of sponsors or host committee.

Have a place on the reply form to indicate whether child care is needed and for what ages of children; ask volunteers doing turnout calls (see below) also to ask about child care needs and the children's ages.

Before you print your invitation, have several people proofread it to make sure there are no errors, especially in the date, time, and place and the spelling of people's names.

Have a mailing party with volunteers to get the invitations out. Mailings are a great way for volunteers to get to know each other, learn more about the project, and get some concrete work done. If you have the capacity, it is

very helpful to ask volunteers to write a note on the invitations to add a personal touch.

It is increasingly common to send invitations by email, or to use an email service such as Evite.com instead of a paper invitation. Evite and other similar programs are web-based invitation services that allow a host to design their own invitation, enter their invitees' email addresses, and track replies online. You can also set it up so that reminder emails go out a couple of days before the event. (Note that commercial programs like "Evite" may not have privacy policies that prohibit them from selling the email addresses of people who receive your email invitation.)

### Step 6: Plan the Program

The program is where you introduce your project's mission and accomplishments. You can include one or two speakers who are inspirational, represent your project, and can connect with your audience. Someone should work with them to prepare a concise, lively talk.

The program is also an opportunity to have performers who will resonate with your audience and convey the image and values of your project. Be sure they're a good fit for your cause and your audience. For example, at a volunteer appreciation and fundraising party for a group that was working to increase the vote in low-income communities of color, the dinner organizers, all people of color, were careful to choose entertainers who were also people of color. However, they failed to think about who might appeal to both older and younger guests, and they invited a well-respected and talented African-American folk group to sing. When the group performed classic songs from the 1960s, the young African Americans, Latinos, and Asian Americans in the audience listened for a while, then left the event early. Clearly, the performers were not right for this audience.

The emcee can make or break a dinner: choose one to match the tone you want to convey. If your event is to be solemn and inspirational, don't choose your friend the aspiring comedian. If you want your emcee to be snappy and move the program along, don't choose the wonderful but long-winded community activist who always tells stories of how things used to be.

Someone from your coordinating committee should prepare the emcee by being clear about the tone you want them to set, familiarizing them with the program and the flow of the room, and conveying any talking points they want them to use. Make sure your emcee has a written, detailed agenda, including any bios for performers and pronunciation keys for names. Place someone from the coordinating committee near the stage during the program in case the emcee has questions or unforeseen things come up, such as a performer who arrives late.

### Step 7: Arrange Food, Drink, and Other Logistics

*The Food*

Good food — and enough of it — is very important to the success of the event. People who are happy and full are much more likely to give money and walk away with a positive feeling about the evening and your project than people who are still hungry at the end of the meal.

As with other items for the dinner, the more you can get donated, the better. Here's a way to approach seeking donations from restaurants (some grocery stores will also donate food and drinks):

- Make a list of restaurants that you and other volunteers frequent. It is much easier to get a food donation from a restaurant that recognizes you as a regular customer.
- Call and, if possible, visit the restaurants in person. Introduce yourself and your project, ask who you should speak to about making donations, and get a firm commitment for a donation or at least a clear notion about how to follow up.
- Leave a simple letter explaining your project, the purpose, date, and time of your event, and clearly asking for a food donation for the event.
- Tell them how you will recognize their donation at the event: by displaying the name of their restaurant, recognition in the program, and so on.

Volunteers can also donate food (cooked or just ingredients) and drinks to the event. Or the dinner can be a potluck — a good way for volunteers to participate and share. Another option is for a committee of cooks to have a food budget and cook the meal.

*The Flow*

It is useful to develop a plan at least a week or two before the event showing a minute-by-minute flow of the dinner. This helps everyone picture the event, identify things that haven't yet been taken care of, and clarify roles needed for the day. Each of your committees could draw up a detailed plan for each of their pieces; then create a master plan for the entire evening. Be as detailed as you possibly can. Here are some things to include:

- Who will unlock the dinner venue?
- How is the food arriving at the site? Is it being cooked on site? By whom and where?
- Will food need to be reheated or kept warm?
- How will registration happen? What lists need to be printed beforehand and with what kind of information? How will volunteers get the lists they need? How will people without tickets buy them?
- Who is doing child care and where?

- Who is working with the emcee? Who is the timer for the speakers? Who will be managing the performers or speakers?
- Who is doing the pitch? Who will be going around the room to collect donations?
- Where do you put the trash at the end of the night? Who will lock up and return the keys?

By thinking through these details far enough in advance, you can adjust the flow of the dinner plan as needed. You will also have enough time to recruit volunteers and prepare people who have roles during the event (speakers, emcee, and so on). The more you plan ahead and make these arrangements, the smoother your evening will go.

## Step 8: Publicize the Event, Make Turnout Calls, and Encourage Early Donations

*Publicize Your Event*

Aside from the formal invitation, publicize the event more broadly by sending a public service announcement to your local newspaper and radio stations. Post flyers in the communities you work in and with organizations you know. Always keep in mind, however, that the personal contact of a phone call is the most effective way to get people to turn out to any event.

*Make Turnout Calls*

There is no use in having a fantastic program, the best raffle items, and delicious food if people don't actually come to the event. The most effective way to make sure people come is to make follow-up phone calls to those who received invitations.

The goal of turnout phone calls is to get people to commit to come to the dinner and to pay for and send in the money for their tickets ahead of time. People are much more likely to attend if they actually purchase their ticket beforehand. The calls will give you a sense of how many people will be coming so you can have the right amount of food.

Another important goal of the phone call is to ask people who will not be coming to the dinner to make a contribution — either by sponsoring other community members to attend or by a donation of support.

To ensure the absolute best turnout, make a final round of reminder calls to everyone who has made reservations for the dinner. Keep it short and simple, just reminding them of the details — the time, logistics, and any tips on things like where to park.

## Step 9: Review the Event Details and Hold the Event

*Materials*

Make a checklist of all the materials you need for the event itself. Double- and triple-check the list before the event. Here are some of the items you may need:

- Guest lists (make several extra copies) with indications for who has replied, who has prepaid
- Cash and change for ticket purchases
- Pens for registration and writing checks
- Signs to direct people (to the restrooms, the coat room, child care, and so on)
- Tables and chairs
- Scissors, stapler, and tape (duct and Scotch)
- Flyers and other informational materials about the issue and project
- Markers: regular and permanent (in case you have to make signs for outside)
- Name tags
- Reply envelopes, contribution cards, and baskets for collecting donations after the pitch
- Eating utensils, plates, napkins
- Decorations
- Ladder to help hang things up

*Human Traffic*

Review the physical layout of the event space and how people will move around it. Where will people register? Plan to set up the registration table so that everyone arriving has to sign in and pay for their tickets if they have not already done so; make sure there is enough room for people who are waiting to register.

Where will people mingle before the dinner? Is this a sit-down or a buffet dinner? If a buffet dinner, what is the most efficient way for people to get the food? Will you call up one table at a time or will it work for people to get up as they please? Do you want to have volunteers serve the food? That way you can control portions, but the service is sometimes slower. If people serve themselves, it is much faster if you arrange the buffet table so that a line can go along both sides.

*Timetable of the Evening*

Plan out the timetable of exactly how the evening will go. Here's a sample:

**6:00 PM** Guests begin arriving. They mingle, get drinks, and find a place to sit.

**6:45 PM** Dinner is served.

**7:15 PM** Program begins. Emcee welcomes everyone, introduces project very briefly and introduces performance.

**7:20 PM** Performance.

**7:40 PM** Emcee introduces two key project members, who describe the project and tell personal stories about why they are involved and why the issue is important to them.

**7:50 PM** Emcee or other speaker introduces honoree, presents award. Honoree speaks about the issue and the importance of the project.

**8:05 PM** A member thanks the honoree, reinforces the importance of the project, makes a fundraising pitch, and asks people to put checks in envelopes on their tables.

**8:10 PM** Volunteers circulate with baskets to collect contributions.

**8:20 PM** Emcee closes program, thanks everyone, tells people to stay for dessert.

**8:20– 9:00 PM** Dessert and coffee / tea are served: guests mingle.

It is important to keep the program moving; if you are running too late, people will start trickling out before the fundraising pitch, and the event may fizzle instead of ending with a bang. The emcee sets the pace by being brief. Let all the speakers and performers know in advance how much time they will have and that someone will be cueing them by holding up signs as the time to end approaches: "3 minutes," "1 minute," "30 seconds," "Stop." Nevertheless, plan ahead for the inevitable extra time people will take.

*The Pitch*

To boost the fundraising from the dinner, ask a persuasive volunteer or member of your project to make a pitch. The person should ask very clearly for a donation, then pause, make sure people have pens and envelopes, and give people enough time to write checks.

### Step 10: Evaluate the Event and Send Thank Yous

Though it might be tempting to run off to the next project, evaluating your event is an important step so you can see if you met your goals. Here are some questions to ask:

- Did you increase the number of potential volunteers for your project?
- Did you increase your visibility with a targeted constituency or an influential decision maker?
- Are your key leaders who worked on this project excited to work together on other fundraising or nonfundraising projects?
- Are there things that you would change about the planning or logistics if you did this again?

If you did not meet your fundraising goals, it is just as important to analyze why that happened. The successes and mistakes you make are important lessons to pass on. Your team should also make a recommendation about whether this event should be repeated — if not, why not; if so, with what changes?

If you decide to do a dinner again, compiling and filing all your records now — invitation originals, work plans, donor records, evaluation records, and so on — will make it much easier for people to do an event like this another time and will probably help them bring in more money.

Whether you met your goals or not, your volunteers have worked hard to put on this dinner, so draw out all the successes and go celebrate.

Thank yous go a long way toward deepening people's commitment to your project and making them want to continue being a supporter. Send thank-you notes within a week or two of the event to all the volunteers who worked on the dinner, everyone who made donations (of food or other materials or of money) and, if possible, to all those who attended. GFJ

MIMI HO IS THE PROGRAM DIRECTOR OF THE ASIAN PACIFIC ENVIRONMENTAL NETWORK (APEN). TO ORDER *THE ACCIDENTAL FUNDRAISER: A STEP-BY-STEP GUIDE TO RAISING MONEY FOR YOUR CAUSE*, GO TO WWW.JOSSEYBASS.COM/GO/CHARDONPRESS.

# *More Money* IN THE *Mailbox:*

# Eleven Tips for Improving Your Mailings

BY ANDY ROBINSON

For years, the response rate for direct mail fundraising has been gradually declining, due in part to increasing volume: more and more organizations sending more and more mail. If you're not raising as much as you want through the mailbox, consider the following ideas.

WARNING: These strategies require more time — from the staff, board, and/or volunteers. However, the time invested should more than pay for itself in higher returns and larger gifts.

## PERSONALIZE, PERSONALIZE, PERSONALIZE

*1. Mail-merge letters to your top donors and prospects.* Rather than sending "Dear friend" letters, mail-merge them so that each begins with the donor's name, address, and salutation. This is basic technology; if you have a word processing program and a database, you can learn to do this. It will take an hour or two to print the letters yourself — rather than sending them to a commercial printer — depending on the speed of your equipment.

If it feels too daunting to attempt this approach with your entire list, identify your top 200 to 500 donors and prospects and use this personalized approach with them.

*2. Add hand-written notes.* Scrawling personal notes in the margins is a time-tested way to improve your results, especially if the writer knows the donor. Novels or lyric poetry are not required; a simple "Thanks for your support" or "Thanks for considering a gift" should do the trick. The content of the note is less important than the fact that someone took the time to write a personal greeting.

This is a great strategy for involving board, staff, and volunteers. Pass around the mail-merged letters and ask anyone who knows the recipient to add a note. The most effective letters are *covered* with personal hand-written messages from multiple friends and acquaintances.

*3. Use Post-Its.* For even better returns, write your personal notes on brightly-colored Post-its (the adhesive sticky notes) and affix them to the letter. These really stand out.

*4. Hand-address the envelopes.* This is the only guaranteed way to get your mail opened. (Have you ever thrown away a hand-addressed envelope without opening it?) Again, you may be unable to do this for everyone, so "segment the list" and give your best candidates a little extra attention.

*5. Use first-class stamps.* If you have a choice, buy big, fat, colorful ones. With a relatively small number of pieces — again, we are talking about your top 200 to 500 donors and prospects — the extra cost above the bulk mail rate is marginal. Your returns will more than exceed the additional $50 or $100 you pay for postage.

*6. Customize "the ask" to the donor's giving history.* Have your local print shop create a variety of response cards that you can use with members and donors based on their past giving: $25 and up, $50 and up, $100 and up, and so on. Always include an option marked "other," in case they choose to give more or less than the check-off options. As you collate the letters and stuff the envelopes, match the response cards to the donors. Don't send a $100 contributor a response card that begins with a $25 check-off.

*7. Include snapshots.* These photos can relate to your programs: childcare seminar, lobby day, guided hike,

community meeting, and so on. They can also be personal: the executive director's new baby or your board picnic. If you're in the middle of a capital campaign, consider sending construction photographs that document the progress of the building. If you're working to protect a special landscape, take a picture of it.

Whenever possible, use action photos. These are much more effective than shots of people sitting around a table talking to each other.

You can get inexpensive bulk photographs at Price Club or an equivalent place. It's also possible to send photos electronically, but somehow this feels less personal that pulling a snapshot out of an envelope — an activity that many of us associate with family and friends.

## CREATE INCENTIVES TO BOOST GIVING

***8. Identify challenge gifts.*** If you've ever listened to public radio anywhere in the U.S., you know how this works: "The Jones family will match every dollar we raise for the next hour, up to a total of $2,500. If you want to double the impact of your gift, please call now." Many foundations and government agencies also give grants on a matching basis, and those grants can be matched by individual donors.

Challenges are perhaps the oldest trick in fundraising, because they motivate your regular donors to make additional gifts and provide an incentive for new folks to join. When I worked at Native Seeds/SEARCH, a regional conservation group in Tucson, we used challenge grants to begin and end a capital campaign for a new seed bank, library, and grow-out garden. One of our foundation supporters gave $20,000 on the condition that we raise an equal amount from our members. We promoted this challenge in our newsletter and sent two special mailings to the entire membership requesting gifts for the match. We also phoned selected donors. The result: $52,000 in member contributions!

***9. Reward top donors with more information.*** Create an informal "insider" newsletter for major donors: what's up in the office, emerging issues, and so on. This can be printed on a piece of letterhead or sent as an e-newsletter. If you use paper, personalize it with a note or Post-it from the executive director or board chair. The incentive: for a larger gift, donors receive a more intimate perspective on your issues, strategies, and challenges. Some groups send these quarterly, though two per year is probably sufficient.

## VARY THE FORMAT

***10. Try sending the same appeal letter in both mail and e-mail formats.*** If you collect e-mail addresses of your donors — and you should — e-mail the letter, too. You could send both formats simultaneously, or wait a week to follow the physical letter with e-mail.

This approach would allow for an interesting test. It would be easy to track the response rates from those who receive just the mailed letter versus those who received it via mail *and* e-mail.

***11. Use photocopied news articles in your appeals.*** In my experience, the most effective inserts are press clippings about your work. Even if these stories are not 100 percent accurate or entirely flattering — the perfect news article doesn't exist — they add credibility to your organization. Journalists also tend to write more succinctly than the rest of us. As a donor, I am more inclined to read the newspaper article than the appeal letter itself, and I suspect that my behavior is not unusual.

When implemented together, each of these strategies is likely to improve your results. Taken together, they could really boost your returns. Try them in combination and watch what happens. GFJ

ANDY ROBINSON IS A CONSULTANT AND TRAINER BASED IN PLAINFIELD, VERMONT AND THE AUTHOR OF *BIG GIFTS FOR SMALL GROUPS: A BOARD MEMBER'S 1-HOUR GUIDE TO SECURING GIFTS OF $500 TO $5,000* (EMERSON AND CHURCH) AND *GRASSROOTS GRANTS*, SECOND EDITION (JOSSEY-BASS). HE THANKS MEGAN GRAHAM OF THE COLORADO ENVIRONMENTAL COALITION FOR HER HELP WITH THIS ARTICLE.

# FINDING FOUNDATION FUNDERS

BY ANDY ROBINSON

**EDITOR'S NOTE:** If you've been involved in fundraising for any length of time, (or read more than a couple issues of the *Grassroots Fundraising Journal*), you know that a healthy, sustainable organization does not depend on foundation grants for the bulk of its income. Because foundation funding accounts for only about 12% of all the private (non government) funding for nonprofits in this country, it's important to balance your efforts to get foundation grants with efforts to generate support from a broad base of individual donors. Having said that, when you *are* seeking grants, it's extremely important to do your homework. This article will teach you how to sift through thousands of grantmakers to identify the best prospects for your work.

## DO YOUR HOMEWORK!

You don't have to paper the world with grant proposals to raise money. According to numerous funders I interviewed, between 40 percent and 75 percent of the proposals they receive don't fit their guidelines. Terry Odendahl, formerly of the Wyss Foundation, speaks for many when she sighs, "Two out of three applicants haven't done their research."

Why are we doing so poorly with our homework? Let me venture a few answers:

- Grassroots groups are too overwhelmed to invest the time or energy, which in the long run reduces their fundraising success, making them feel even more overwhelmed.
- People who prefer print (they call us "ink readers") are less comfortable doing research on the computer, while computer geeks don't want to study the print sources. Thorough research requires both.
- Some activists prefer the "shotgun" approach assuming that sooner or later they will find a good match through volume and luck. Since fundraising is primarily about relationships — strangers seldom give money to strangers — this strategy seldom works.
- Research requires diligence and organization, and a lot of us don't follow through as well as we should.

That's the bad news. Here's the good news: the more thoroughly you conduct your research, ask smart questions, and cultivate foundation contacts, the more your organization will stand out from the crowd. When sloppy work is the norm, competent, well-organized groups have a big advantage. By doing your homework and building good relationships, you can raise a lot of money.

YOU **DON'T** HAVE TO **PAPER THE WORLD** WITH **GRANT PROPOSALS** TO **RAISE MONEY.**

## FOLLOW THE GUIDELINES

Before we dive into the research process, I must emphasize the most obvious point, which is also the most important point: follow directions. Most grantmakers — especially those who are bold enough to accept unsolicited applications — publish guidelines to help you, the grantseeker, decide if you meet their criteria. Not only that, they even tell you how to format your proposal, when to submit it, how many copies to send, and what to attach. Unfortunately, many grantseekers are too desperate or lazy or blindly optimistic to follow (or even request) the guidelines.

The remainder of this article outlines four phases of grant research: sleuthing, using computer resources, visiting the library, and studying funder guidelines. Follow these steps diligently and you'll greatly improve your odds.

## *PHASE ONE:* SLEUTHING

A good detective is always sniffing around for clues, asking questions, drawing conclusions, and testing those conclusions against the evidence. For fundraisers, clues are everywhere. The following steps will help you hone your detective skills.

*Study nonprofit newsletters.* Contact all the groups you can think of — national, regional, and local — that work on issues similar to yours or work with similar constituencies, and request their newsletters and annual [illegible] added to their mailing lists. If you can't afford to con[illegible] groups. More and more organizations have Web sites and [illegible] ders of your brother and sister groups, you can learn who [illegible] funding them.

Keep an eye on local nonprofits, regardless of their issues or programs, as well as groups in other geographic areas with programs that [illegible] The lo[illegible] most foundations [illegible] certain communities or states. The program connection is just as important, because regional and [illegible] grantmakers tend to focus their funding on [illegible]

**BY LOOKING OVER THE SHOULDERS OF YOUR BROTHER AND SISTER GROUPS, YOU CAN LEARN WHO IS FUNDING THEM.**

*Check with your peers in other groups.* Call up your colleagues and say, "I've been reading your newsletter and I saw that you got a grant from the XYZ Foundation. How [illegible] says, 'Talk with your peers and ask, "What's the process? What were you funded for? Who did you work with at the foundation?"'"

In my experience, colleagues are willing to share this information on the assumption that, sooner or later, you will provide similar information in return. Understand that when you receive funding from an institution — a foundation, public charity, corporation, labor union, faith organization, or government agency — that information is part of the public record. Anyone can get it from the Internal Revenue Service or other sources, such as GuideStar.org. Conversely, contributions from individuals are generally considered confidential, unless the donor tells you otherwise.

You can choose to be secretive about where your grant money comes from, but secrecy won't benefit you. It's wiser to share funding information so you can receive new information in return. Perhaps you can strategize with your colleagues about a joint grant proposal.

*Talk with funders.* People who give away money for a living know a lot of other people who give away money for a living. They talk on the phone, share notes, and go to conferences together. To varying degrees, they try to influence each other's funding priorities.

Begin by asking your current foundation supporters for suggestions. Because they work in the funding world, they often have the most up-to-date information and the strongest relationships with their peers. They might be willing to recommend your organization to other grant[illegible]

As a next step, compile lists of foundation trustees that fund in your geographic area and are interested in your issues, then circulate these lists to your board, staff, and key volunteers. Anyone with a "live" relationship should be involved in sounding out the funder. Be careful here — some foundations don't want you talking with their trustees about a pending proposal. If you're not sure about the protocol, ask.

Make appointments to meet the staff of your local and state community foundations. These people serve as professional matchmakers and, if impressed with your programs, can recommend you to prospective donors.

As you do your research, you will start to gather leads, names, and ideas. I encourage you to create a file marked "Grant leads — to be checked." When you find a list of foundation supporters in an annual report, tear it out (or photocopy it) and put it in the file. If you see a story about a local foundation in the newspaper, clip it. When a colleague says, "You should investigate the [illegible] for [illegible] you learn, and file it.

As you're reading through donor lists and talking with colleagues, practice "grant-thinking". How can you present or package your work to interest the widest range of potential funders? Your success at getting grants will be based, in part, on your ability to divide your work into separate programs and projects. If you haven't done so by now, start to think about your work in terms of categories and constituencies. What's your issue or subject? Who are you trying to reach, to serve, to empower? Do you work with a variety of population groups? Do you have a variety of projects? Do you operate in more than one city or state?

In other words, how many fundraising "handles" can you create?

## *PHASE TWO:* USING COMPUTER RESOURCES AND WEB SEARCHES

The Internet is overflowing with information for grantseekers. Many websites and services are credible and helpful, while others are less useful and some are downright bogus. Despite the sheer volume of data, keep in mind that the Internet is not a comprehensive source of free grant information.

For example, the Foundation Center reports that we now have about 70,000 private and community foundations in the United States, but the Foundation Center search engine — one of the best in the field — provides links to fewer than 3,000 funder websites. It appears that the vast majority of grantmakers do not have their own website. To access some of the most useful data, you may need to pay for search products, purchase printed directories, or visit your closest Foundation Center cooperating library collection to look at this stuff for free.

## *PHASE THREE:* DOING LIBRARY RESEARCH

Since grassroots organizations seldom have the money to afford electronic research products or buy print directories, an occasional trip to the library remains an important part of the research process.

The Foundation Center operates reference collections in New York, Washington, D.C., Atlanta, Cleveland, and San Francisco. More than two hundred cooperating collections at libraries, community foundations, and other nonprofit agencies throughout the U.S. and Puerto Rico also contain grant research and proposal writing materials.

Each cooperating collection includes a core set of reference books published by the Foundation Center as well as a copy of their searchable CD-ROM database, FC Search. Some grant collections serve a broader function as local nonprofit resource centers, with books and magazines on general fundraising techniques, major donor solicitation, benefit events, earned income strategies, board development, publicity, strategic planning, incorporation and tax issues, philanthropic trends, and nonprofit management.

### Finding Funders on the Internet

*To get you started in your Internet research, here's a list of relevant Web addresses. These sites will provide you with background information and steer you to specific funders and funding opportunities. Keep your eyes open for links between grantmaker interests and your work, and take good notes.*

**Foundation Center** — *www. fdncenter.org.* The website includes list of cooperating library collections (fdncenter.org/collections/) and a listing of state and local grant directories (fdncenter.org/learn/topical/sl_dir.html) that profile many smaller, locally based funders.

**Canadian Centre for Philanthropy** — *www.ccp.ca.* The CCP researches Canada's charitable sectors and publishes the *Canadian Directory to Foundations and Grants.*

**GuideStar** — *www.guidestar.org.* Free access to the tax returns of more than 850,000 U.S. nonprofits, including charitable foundations; often the best available information on small family foundations.

**National Network of Grantmakers** — *www.nng.org.* The progressive wing of the funding community. Members are interested in social change, human rights, economic and environmental justice, and so forth. Their NNG Grantmakers Directory lists more than 200 progressive funders.

**Council on Foundations** — *www.cof.org.* The mainstream professional association of grantmaking foundations and corporate giving programs. Funders interested in similar issues or constituencies work together to share information and develop common strategies. Thirty-seven COF affinity groups include the Neighborhood Funders Group, Native Americans in Philanthropy, Grantmakers Concerned with Immigrants and Refugees, and the Disability Funders Network.

**Environmental Grantmakers Association** — *www.ega.org.* An extensive network of funders that support conservation and environmental activism. Their website includes a brief but useful directory of environmental funders.

The following research strategy can and should be adapted to meet your own needs. If you'd like assistance or other ideas, talk with your local librarian. Some libraries offer a hands-on orientation session to get you started.

***1. When you go to the library, bring a pen or pencil, paper to write on, scrap paper (to tear into strips for book marks) and money for the photocopy machine.*** Don't forget your "Grant leads to be checked" file.

***2. Collect several grants directories from the shelves.*** The most useful resources are *The Foundation Directory, The Foundation Directory Part 2, The Foundation 1000, The Foundation Grants Index* (all published by the Foundation Center) and the *Foundation Reporter* (published by Taft). There are also many subject-specific directories. If you're seeking grants from major corporations or corporate foundations, start with Taft's *Corporate Giving Directory* and the Foundation Center's *National Directory of Corporate Giving.*

Many grantseekers find that state or regional funding directories are more relevant to their local funding needs than the national directories and databases. State or regional directories may also capture local funding opportunities that the national databases miss, providing the best prospects for community-based groups. Sixty-five state or regional directories now cover 47 states. They are compiled and produced by a variety of nonprofits, universities, and private businesses. Most are published in print or CD-ROM formats, but 12 are available online; subscription prices range up to $500 per year, with most costing about $200. Check with your local library for free public access to these print directories and databases. For a list of state and regional directories, check the Foundation Center's website.

*3. Work through the names in your file.* *The Foundation 1000* and the *Foundation Reporter* have the most in-depth information, so look up your prospects in these directories first. If you can't locate a particular prospect, try *The Foundation Directory, Part 1* and *Part 2*. These books cover [illegible] but in much less detail.

As you read through the entries, be aware of the following types of information:

- *Geographic restrictions.* Most funders limit their donations to groups working in certain cities, states, or regions. Does your group fit within their geographic boundaries?
- *Fields of interest.* These define the [illegible] types of organizations grantors prefer to support. Broadly speaking, are they interested in the kind of work you do?
- *Grant size.* Do they offer an appropriate amount of money for your project? Too small is fine, since you can piece together multiple grants — unless you're trying to raise $50,000 from funders who give $1,000 grants. On the other hand, [illegible] unlikely to raise [illegible] normal grants range from $25,000 [illegible]
- *A recent list of grants.* Review the list, if one is available. Are any current grantees doing work that relates to, or overlaps with, the work of your organization?

If the answer to these questions is yes, you've identified a prospect. Write the appropriate information on a piece of paper or use a bookmark to hold the page so you can photocopy it later. (Make sure to follow all applicable copyright laws.) Sooner or later you should check the foundation's website for current guidelines and annual report information, although this task can wait until you return to the office. If the foundation doesn't have a website, request this information via letter, e-mail, fax, or phone; more on this in the next section.

*4. Learn how to use* FC Search. Each Foundation Center cooperating collection has a copy of *FC Search*, which compiles all their directory information onto one CD-ROM. The librarian can teach you how to use the database. Expect to pay a small fee for every page you print, or buy a diskette from the librarian so you can save your results and take the information with you.

YOUR **SUCCESS** AT **GETTING GRANTS** WILL BE BASED, IN PART, ON YOUR **ABILITY** TO DIVIDE YOUR **WORK** INTO SEPARATE **PROGRAMS** AND **PROJECTS**

Since the data in the Foundation Center print directories is also on their CD, in principle one would not need to look at both. My experience has proved otherwise. You're likely to find [illegible] and leads in one format that you would overlook in the other.

Even if you go to the library without a list of leads, you can still identify lots of prospects, though the process will take a little longer. Grant directories and databases are generally indexed by the name of the foundation, the names of their officers and trustees, the geographic areas in which they contribute, and the subjects, issues, and constituencies they fund. Review the subject index and find your program area(s). If, for example, your group helps Hispanic women to develop their own businesses, look for headings such as "women's issues," "minorities — Hispanic" and "entrepreneurship." Beyond that, it's simply a matter of reading the entries of each foundation listed in your subject and geographic areas and matching your programs with the interests of potential grantmakers.

If you choose to solicit help from your board and staff in developing relationships with foundation officers, the best resource is the *Guide to U.S. Foundations*, published by the Foundation Center. This massive directory lists the board [illegible] than 55,000 foundations, and includes an alphabetical index of trustees by name.

Another good resource is *The Chronicle of Philanthropy*, which is published 24 times a year. Each issue contains a feature called "New Grants," which you can use to identify new prospects and update your older foundation files. The publication also includes a regular "Deadlines" feature that describes current requests for proposals (RFPs) from a variety of foundation, corporate, and government grants programs.

DESPITE **THE SHEER VOLUME** OF **DATA**, KEEP IN MIND THAT THE **INTERNET** IS **NOT A COMPREHENSIVE SOURCE** OF **FREE GRANT INFORMATION**

## *PHASE FOUR:* STUDYING THE CURRENT GUIDELINES

Foundation directories and computer search tools are incredibly helpful, but they have two significant drawbacks: the information is necessarily brief and is often dated.

To complete your research, go straight to the source — the grantmakers themselves — and ask for three things:

- *Guidelines* — information about funding criteria and the application process
- *Annual report* — the foundation's goals, programs, and accomplishments
- *List of grantees* — which groups received funding (this is often included in the annual report)

If the funder has a website, you're likely to find the information online. If not, you'll need to ask directly with a query letter. This is a request for information, not money, and can be sent via e-mail or the postal service. As an alternative, you can request this information by phone (though I've always had better luck through the mail).

The query letter is your first contact with the funder and might spark the interest of foundation staff, so be sure to include a bit of background information on your work. In a paragraph or two, briefly outline your mission, programs, budget, and sources of revenue, including other foundation supporters. Then request the grantmaker's guidelines and annual report, including a list of recent grantees.

Read these materials carefully, especially noting changes in deadlines, program focus, or grant amounts. Create prospect files for all promising grantmakers. Include their guidelines, annual reports, and any relevant research data you've gathered.

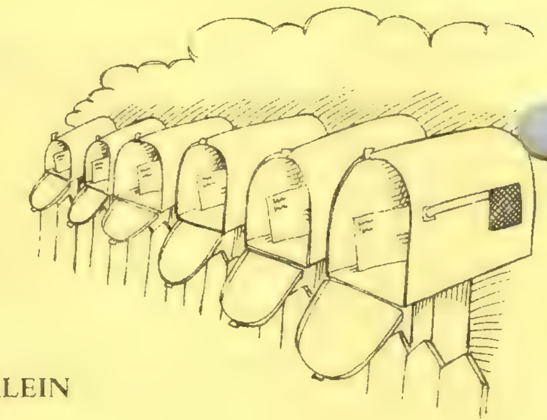
Now try to match your programs and projects with the funders' interests. Compare their language with yours: Do they describe the problem in a similar way? If not, can you use their language and feel comfortable with it? How about their approach to social change: Do they emphasize the same strategies as your group? Do they focus on the same constituencies?

IT APPEARS THAT THE VAST **MAJORITY** OF **GRANTMAKERS DO NOT HAVE** THEIR **OWN WEBSITE**.

Based on a very careful review of the information, you're likely to eliminate half the prospective funders because you don't fit the guidelines. Don't feel bad. The ones that remain are good candidates and worth investigating further. GFJ

ADAPTED FROM *GRASSROOTS GRANTS, AN ACTIVIST'S GUIDE TO GRANTSEEKING*, 2ND EDITION, BY ANDY ROBINSON, TO BE PUBLISHED APRIL 2004 BY JOSSEY-BASS. REPRINTED BY PERMISSION OF THE AUTHOR AND THE PUBLISHER

# The Fundraising Letter



BY KIM KLEIN

Many people have used the insights gained from years of research on direct mail to make their letters of inquiry to foundations more interesting; others have used what they learned in writing heartfelt letters to friends to create effective mass appeals. Being able to write a compelling fundraising letter is imperative to being a good develop ment director, but it's not as simple as it seems. This article describes how to write a fundraising letter that could be sent to one person or to hundreds.

Writing a good letter is only part of using mail as a fundraising strategy; the outer envelope, the return envelope, and the list to which the letters are sent are also critical components. Moreover, there is no point in sending a letter unless you are also able to send a thank-you note and keep good records so that you can ask donors again. But the letter is central to any effort involving mail.

> The function of the fundraising letter is to catch attention and hold it just long enough for a person to make a decision about whether or not to give.

## WHAT THE LETTER IS NOT

Keep in mind what a fundraising letter is not. A fundraising letter is not literature. It is not designed to be lasting, or to be filed away, or to be read several times with new insights emerging from each reading. It is disposable, and it is part of a culture acclimated, for better or worse, to disposable goods of all kinds — from diapers and cameras to contact lenses. The function of the fundraising letter is to catch the reader's attention and hold it just long enough for them to make a decision about whether or not to give. It may take you two hours to write it, but it will take your reader five minutes at the very most to read it!

## WHO ARE YOU WRITING TO?

Think about the kind of people you are writing to. Be as specific as possible. For example, if you are writing to someone who is coming home from work, picking up the mail, figuring out what to make for dinner, making sure the kids are doing their homework, perhaps vacuuming or dusting while dinner cooks, your request will differ from a letter to a small business owner who receives the letter at work and reads it between phone calls or customers or while eating lunch at their desk. Both requests, however, have in common that the person does not have much time to figure out what you want and whether they want to give it to you.

Factor in the mood of the country. People are worried about an enormous range of things over which they feel they have little or no control — another terrorist attack, losing their job, paying their bills, the rising costs of health care, global warming, and so on. How crucial or relevant is your message given what else is going on in people's lives and in the world?

Keep in mind also that, unlike program officers at foundations who are paid to read proposals and letters of inquiry, recipients of a fundraising letter read the letter on their own time, for free, as a volunteer.

On top of all this, your letter arrives with anywhere from one to six other fundraising letters. What will make yours the one that is read and responded to positively?

## THE PSYCHOLOGY OF LETTER-READING

You can see that a fundraising letter has a very difficult job and little power to do it. Using letters to ask for money, whether on a mass scale or in one-to-one personal appeals, requires reflecting on the psychology of letter-reading. Keep in mind the following three premises before you even begin to write:

1. *When reading, watching TV or a movie, listening to a lecture, or even to a lesser extent listening to someone they care*

# Fundraising from Corporations: *Old and New Approaches*

BY RICHARD I. MALE

While corporations provide the smallest percentage of money given to nonprofits from the private sector (6 percent in 2002, compared to 11 percent given by foundations and 84 percent by individuals), there have been dramatic (some would say radical) changes in corporate giving over the past 10 to 15 years. These changes may open the door to your organization tapping into corporate support in the near future. And remember, while 6 percent is small, that's 6 percent of $240 billion — or $14.4 billion dollars flowing from corporations to nonprofits.

According to the Internal Revenue Service, corporations are allowed to give up to 10 percent of their pre-tax income in tax-deductible donations. However, most large businesses fall far short of that maximum, giving away only about 1 percent of their pre-tax dollars. Unless corporations have a separately endowed foundation, giving is very closely tied to profits, and if a corporation does not make a profit one year, giving may drop sharply the next.

## CORPORATE FOUNDATIONS

When a corporation has a separate foundation, their giving is less determined by company earnings and more determined, as with other foundations, by the foundation's earnings on their investments. Corporate foundations have their own staff who receive proposals and interview potential grantees. Almost all of the Fortune 500 companies have corporate foundations. You would research and approach them as you would any other foundation. First, see if the corporate foundation has an economic interest in your community, then make the initial approach.

One strategy of approach is simply to call up the foundation and discuss your organization. You can also send them a two-page letter of inquiry spelling out the history, background, and impact of your organization and why you think a potential partnership is a good idea. Ask for an interview at the end of your letter. When you are approaching a national corporation whose headquarters are not based in your city — such as Prudential, JC Penny Company, Wells Fargo Bank, Eli Lilly, Sears, Ralston Purina, or others — try to get the support of the company executives at your local branch or of a local store manager or someone else of that stature.

Corporate foundations usually make out their budgets in the fall for the next year, so make sure you approach them during the spring and summer months. The largest dollars of corporate foundations are held in the headquarter cities, while the local branches have relatively small amounts of money (usually $2,500–$5,000) for philanthropic giving.

Aside from this familiar foundation approach, the majority of nonprofits, unfortunately, don't know how to ask corporations for money from other areas of the corporate pot. Approaching them the same way you would approach foundations and government agencies is a mistake. Rather than proposing a philanthropic relationship, approaching a corporation involves offering a strategic business partnership. Unlike its foundation, which is mostly interested in giving out "philanthropic dollars," the corporation is interested in giving out "bottom-line" dollars. To raise money from a corporation, then, you need to think like one.

*To raise money from a corporation, you need to think like one.*

## THINKING LIKE A CORPORATION

A corporation has three doors for nonprofits to enter when they seek assistance.

***The "Membership" door.*** This is a very small door around the side of the building where the corporation sets aside a small amount of money to join chambers of

commerce, trade associations, and civic groups such as the Lions and Rotary clubs. Corporate membership contributions are generally in the $100–$500 range. If you have a membership program or can develop a corporate category within an overall donor program, this is a good way to get on the corporate radar screen. You can approach a corporation for a membership in your organization by writing them a letter or making personal contact. If one of your board members or volunteers is an employee at AT&T, Bank of America, or another corporation, you may want to ask them to set up a meeting with someone in the corporation or to endorse your request. The value of these dollars is that the company can respond quickly to a business membership request and, if they join, you have a "foot in the door."

*Companies of all sizes are excellent places to obtain donated office equipment and food and supplies, as well as volunteers and technical experts.*

***Toward the front of the building is the "Philanthropic" entrance.*** This is the traditional door used by the majority of nonprofit organizations. Corporate grants are usually in the $1,000–$10,000 range and are given on a year-to-year basis for specific projects. The corporate giving staff is frequently housed in the public relations department (a tip-off to the next door for funding) and their goal is to spread the limited philanthropic dollars over a large number of organizations. Corporations like their employees to be involved in the giving process, so a corporate person on your board or one of your committees can be instrumental in securing continued or long-term funding for your group. The approach to this philanthropic arm of the corporation is similar to the approach to a foundation described above.

If the corporation you're targeting does not have a business presence in your community, the chances of your group receiving much philanthropic support are minimal. However, be on the lookout for corporations that will be moving to your area or that are planning to buy out an existing company. They usually want some quick visibility, so this could be an excellent opportunity to get your organization's message to them before they arrive and you're facing competition from other groups. The health care, retail, and banking industries have prime examples of companies attempting to build a corporate identity and community acceptance as quickly as possible.

It might be a good idea to join your local Chamber of Commerce or other business group, because they know when corporations are moving into your community. At a minimum, read the business sections of the newspaper or your local business journal. Look for industries and companies that are in a growth or a merger phase and see if you could help them introduce themselves into your community.

Don't forget that companies of all sizes are also excellent places to obtain donated office equipment, food, and supplies, as well as volunteers and technical experts. Small local businesses are often overlooked, but when every dollar counts, explore your options for free food for board meetings or events, printing and copying services, or flowers for your special event. These are all part of a business's philanthropic giving.

***Right at the front of the building is the "Marketing" entrance.*** Corporations spend billions of dollars every year to market their goods and services. If your nonprofit can assist the company in enhancing its image, reaching potential customers, or reinforcing existing customer relationships, they will want to work with you. And besides, it's good business for corporations to be able to deduct the marketing dollars they spend through your organization. This is where the greatest growth in corporate giving is appearing; it will likely continue to increase dramatically.

The rest of this article focuses on how to develop this kind of "cause-related marketing" partnership with a corporation.

## CAUSE-RELATED MARKETING

During the past decade, the majority of corporate dollars going to nonprofit groups has come from corporations' marketing rather than their philanthropic budgets. A major avenue is cause-related marketing (CRM), in which the relationship moves from that of "grantor-grantee" to one in which projects are set up to benefit both the company and the nonprofit. In the 1980s, an early national cause-related marketing campaign was established between American Express and the group managing restoration of the Statue of Liberty. Then, from 1993 to 1996, the group Share Our Strength teamed with American Express to create the Charge Against Hunger campaign to raise money for and create awareness of the problem of hunger in America.

What are companies looking to gain from CRM? Most companies are usually hoping that they will be seen in a new and positive light:

- As a friendly and caring corporate citizen responding to critical community needs (for example, corporations are becoming heavily involved in high-risk youth and education issues)
- As a protector of the environment ("dolphin-friendly" tuna and "save the rain forest" products are overflowing from supermarket shelves)

*It's best to start with companies with which you already have a relationship or where you already know someone who can introduce you to a senior executive.*

- As a company that treats its employees well (day care and elder care concerns are moving to the top of many corporate agendas)

What does it take for a nonprofit to raise money through cause-related marketing? A bit of chutzpah, a basic understanding of what the corporation and your nonprofit are looking for, some confidence, and a real desire to move the relationship into a true partnership. Put yourself inside the mind of the marketing director who is asking, "What can this organization do for me?" If you can figure out a way to help the company get in front of customers while generating resources for your nonprofit, you have a win-win situation.

### Where to Start

Pull together a group of your stakeholders for a creative session and let the ideas flow freely. Think of all the corporations in your area and all the possible projects you might work on together. Here are some ideas of how a corporation might join you:

- ***Sponsoring a publication or service that meets the needs of your constituents and the corporation's customers.*** A traffic safety group might obtain corporate sponsorship from an insurance company.
- ***Purchasing a needed service for the corporation's employees.*** A counseling center might negotiate an Employee Assistance Program contract to provide counseling services for the corporation's employees.
- ***Using your services to help comply with the law.*** A disability group might market its "accessibility audit" services.
- ***Providing a site for visibility.*** Your arts or human service group might get its message across to the public in a well-traveled corporate thoroughfare by obtaining sponsorship for a display in a corporate lobby.

*Create what's called a gift acceptance policy. Under what conditions will you take or not take money from a corporation?*

- ***Sharing profits from sales.*** A supermarket, restaurant, or locally owned bookstore might devote a certain percentage of its sales to your group on a given day. Then do your part to increase sales by mobilizing your supporters to shop in that store.

When you have a number of possibilities, you can begin to narrow your focus and identify one or two corporations to approach with your idea

It's best to start with companies with which you already have a relationship or where you already know someone who can introduce you to a senior executive. Your vendors might be a logical first place to start because you are already buying health insurance, office supplies, recreational equipment, banking services from them. Consider the bank where you have your account or the company at which a number of your volunteers are employed. You may even decide to consider companies where you're planning to become a customer. If you decide to shift your bank account, for example, use the opportunity to negotiate for a new line of credit or a reduction in service charges.

When you've identified a likely corporate prospect, find out everything you can about them. Request a copy of their annual report and corporate giving policies, review the information in your state's *Grants Guide*, check out the corporation's website (if it has one), and talk with other people in the community who have had philanthropic or business dealings with the company.

### Developing the Partnership

The next step is to contact the CEO, the marketing director, or any person in the company who is accessible to you, and discuss the possibility of developing a partnership. Remember that the company is looking for visibility, credibility, and new customers. For example, a bank may be interested in marketing its services to the African-American community in your neighborhood. If you have a lot of credibility with people in that community through the services you provide, you might ask the bank to sponsor a neighborhood fair, special event or other activity.

This is a good start, but it provides a finite sum of

## Changes in Corporate Philanthropy

*More than any other type of philanthropy, corporate giving has undergone major changes in the last decade. Some regret the shift away from "pure philanthropy" toward a more bottom-line approach, but in many ways these changes present exciting new opportunities for grant seekers (as long as they are aware of the inherent risk involved).*

*In addition to the shift from philanthropy to marketing in corporations' relationships with nonprofits discussed in this article, here are some other highlights of these changes:*

### EMPLOYEE-DRIVEN PHILANTHROPY

Gifts from companies were once the province of the CEO and often represented his family's interest in charitable causes. While the CEO still has a voice in the giving program, today's corporate philanthropy is mostly driven by employee interest and involvement in the local community. Many corporations recognize that their most valuable assets are their employees, and they will typically support organizations their employees are involved with.

Before asking for funding, it is a good idea to contact the community affairs department of the corporation to discuss ways their employees can volunteer with your organization. Once their current or retired employees feel committed to your organization, the company will make a larger contribution than if you just asked for funds without previous involvement. Some corporations donate a set amount when employees volunteer a specific number of hours. Some companies even have formal "employee grants" programs for which employees make funding recommendations. Most major companies also encourage employee philanthropy through a matching gifts program, matching their employees' personal charitable contributions on a one-for-one or even a two-for-one basis.

### CORPORATE MERGERS

Between the 1950s and 1970s, America's corporations were relatively stable bedrocks of their local communities. During the 1980s and 1990s, the wave of mergers and acquisitions changed the ownership — and the priorities — of many corporations. A nonprofit fundraiser woke up some mornings to find that a company that had supported their organization for a decade or more had been bought, corporate headquarters are now 2,000 miles away, and new people are in charge. Today, with the stock market growing again, we will be seeing an expansion of this trend. The bad news is that the total amount of funding given by two merged companies tends to be less than that of two separate companies. It's also difficult to develop and maintain relationships with corporate giving staff when their jobs and responsibilities change with the shifting tides of corporate politics. On the other hand, although your chances of receiving funding are undoubtedly better if you are close to headquarters, companies are increasingly stressing the importance of local control of their giving programs. If you have corporate volunteers involved in your program and a relationship with the local plant or facility, your chance of receiving funding is still good.

### CORPORATE PRODUCTS AND SERVICES

Recent changes in tax laws now make non-cash contributions even more attractive to companies, driving a significant increase in this type of giving. In addition to the tax benefits, donated products spotlight the company's goods and can have a much more lasting impact than a one-time contribution. Pharmaceutical and technology companies are leading this trend. In 2000 Johnson & Johnson gave away health care products valued at a total of $135 million, compared with cash grants of just over $50 million, and Merck gave away $216 million in product value, 84 percent of its total charitable contributions. Product donations make up 75 percent of Microsoft's corporate contributions, and 65 percent of IBM's. If you can just as easily use products from a corporation as a cash donation, you might consider making that request. This trend in corporate donations is likely to increase dramatically. Companies are particularly interested in supporting networks, coalitions, and alliances of organizations as a way to disseminate their name and their products widely.

It is also possible to use the technical and volunteer expertise of a corporation to your benefit. Historically, corporations have "loaned" executives to an organization to help design a marketing plan, develop budgeting and financial information, or write bylaws, personnel policies, and legal documents. Many times companies will loan in-house printing capabilities for an organization's annual report, brochures, and special event invitations.

money for your nonprofit and only superficial exposure for the bank. You could offer to follow up the fair by working with the bank over the next year to develop other strategies and opportunities to market their services to your constituency (their potential customers).

The difference here is the desire of the nonprofit organization to work with the bank throughout the year on a variety of approaches. This is the basis of a partnership. This is the only form of fundraising that I know of that is *partnership* driven, *not* relationship driven. In a partnership both sides benefit from the relationship; the nature of the work together usually involves a negotiation process. Usually, the coming together of the nonprofit and the corporation starts with a relationship, but over

time, when both sides see the benefits and understand each other's position, the relationship moves to a partnership that is more long standing.

Think *partnership* that lasts throughout the year, rather than a "one night stand." In this way, you can educate the company about the needs of your community, they can develop products to suit your constituents, and your nonprofit can develop a regular stream of income.

## RISK INVOLVED

Are there risks in this approach? Sure there are. It would be foolish to think that corporate partnerships are a "free lunch." It is important to discuss prospective partnerships with your board of directors and other key stakeholders, particularly if you think the partnership might have any negative repercussions with your staff, immediate constituencies, or existing and future funders. Remember that the company will probably be much clearer about its self-interest than you will be about yours. This is why it's good to have a few business people on your board of directors to help you evaluate opportunities.

Most organizations, if they are going to do any significant amount of corporate fundraising, will create what's called a gift acceptance policy. This is a formal document, usually developed by a staff-board committee and formally adopted by the board, that sets out the ethical and value "screens" that your organization will use when considering corporate dollars. Will you take money from an energy corporation or a timber company if you are an environmental group? What about taking money from a tobacco company, beer distributor, or a military contractor? Under what conditions will you take or not take money? What reaction might your constituency have to taking money from this corporation?

Remember, it might be easy not to take funds from obvious polluters and other companies and just as easy to take money from progressive companies such as an REI, Patagonia, and so on. But the overwhelming majority of companies are somewhere in the "middle," and these are the ones that we do business with every day. These are the banks, insurance companies, retail stores, restaurants, and so on. It is extremely valuable for your organization to look carefully at these issues. When developing this policy it's good to form a committee with a couple of business people and others who are rock solid with the organization's values. (For a more detailed discussion of Gift Acceptance Policies, see "Fundraising Medicine: Creating Gift Acceptance Policies," by Rick Cohen in *Grassroots Fundraising Journal* Vol. Vol.21:1, January–February 2002.)

## NEED NOT APPLY

This kind of corporate solicitation will not work for every kind of organization. Generally, corporations are conservative institutions that shy away from controversial organizations and start-up groups. Organizations that are involved with social justice or direct action work often have a harder time positioning themselves with corporations.

Bear in mind that corporations are one of the principal engines that drive our society. If we want to have long-term support from this funding source, we need to understand the corporate mindset and ask ourselves how corporations can support our mission while we help them support theirs. In some cases, we just want to ask them to pay a membership fee; in others, we will want a straight forward donation; but for those who want to take the relationship into a partnership, the rewards (and also the risks) of developing a cause-related marketing campaign can be much greater. GFJ

RICHARD MALE WORKS WITH NONPROFIT ORGANIZATIONS, LOCAL GOVERNMENTS, SCHOOLS AND RELIGIOUS INSTITUTIONS IN FUNDRAISING, LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT, AND COMMUNITY DEVELOPMENT. WWW.RICHARDMALE.COM

Capital Improvement
Dower Chapel / Miller Aquatics

$70.000 Amount

Raised by June 31, 2006

Event - Hearts of Gold $40.000
Letter - $20,000 alumni & friends
Personal Solicitation - $10.000 — wish for - $30,000
Letter - $10.000 - conference constituence

PS ~ look at donors from previous Capital Campaign
Larger donors from previous years
New families in the area
Parents

Community Businesses -
- Crystal Mountain
- Columbia Bank
- Wells Fargo

State Farm
Wallmart

Thank -
Recognize

# FUNDRAISING IN RELIGIOUS ORGANIZATIONS

Adapted from Richard Male in Grassroots Fundraising Journal, Sept. 2003.

1. The religious community provides numerous opportunities for the development of your organization including:

- An organized structure for recruiting volunteers
- Using facilities for meetings
- Raising money
- Bringing "moral authority" to your issues.

2. The difficulty in accessing religious institutions is a result of:

A. Their decentralized nature and

B. Understanding the relationship between the various levels of their structure.

3. Success in fundraising from churches depends on:

A. How well your issues match their mission and

B. Whether you can establish a solid relationship of trust with the organization.

4. For most major denominations there are **three structural levels:**

A. **The National** - This level usually administrates most of the grant and loan monies for the denomination.

B. **The Regional** - Depending upon the denomination, theses bodies are called dioceses, conferences, regions or synods. Typically they have limited funds to give out. However, their approval is needed if you make a request for national funding. Periodic publications to their membership go out from this level.

C. **The Local Church or Congregation** - Within most churches there are a number of groups that are involved with mission, outreach and community services work. These include youth groups, women and men's groups, and social action committees. "These groups get together regularly and are always looking for speakers to educate them on the issues." When you speak, be sure to pass around a sign-up sheet to collect names and e-mail addresses.

5. Most religious leaders are interested in having their members participate in the activities of an organization they support. Take the time to meet them and explain your mission. If the leader is favorable, look for ways you can utilize volunteers from his congregation in your organization. Volunteers may be used to:

- Provide program services
- Participate on a board or committee
- Coordinate fundraising events
- Develop a marketing plan, or
- Provide accounting or legal services.

"Once you have volunteers from the congregation involved in your organization, they may be willing to help you raise money."

6. Remember: "**People give to people**, and by not rushing to get money, but by building an interest and involvement in your organization, you will receive larger sums of money in the long run."

## TIPS AND STRATEGIES

1. Build the relationship first, then ask for money.
2. Attend a religious service to get a feel for the congregation's interests and meet key lay and religious leaders.
3. Read current and past editions of the group's bulletins and newsletters.
4. Speak about your organization and the issues it confronts at church meetings whenever possible.
5. Pass around a sign-up sheet at religious meetings to get names, addresses, and e-mail addresses for your newsletter and direct mail appeals.
6. Invite a priest, minister, rabbi, or key lay leader to be on your board or a committee.
7. Invite members of the church to a meeting at your organization, or take them on a tour of your project or neighborhood.
8. Travel at least once a year to the regional and national office to meet the key funders. It is critical that they know who you are.

# BIBLICAL PERSPECTIVES FOR FUNDRAISING

## PRINCIPLES OF CHRISTIAN STEWARDSHIP

1. God is _______________ and ________________ of everything. **Gen. 1:1**

2. Man is a _______________ of God's resources. **Gen. 1:26-28**
"Be fruitful, multiply, replenish, exercise dominion"

3. Stewardship demands _____________ ________________. **Mt. 25:14**
""God's will done on earth as in heaven." **Mt. 6:9, 10.**

4. Stewardship demands ___________________ . **Mt. 25:19, 1 Cor. 4:2**

5. God's ____________ is unlimited. "I can do all things thru Christ." **Phil 4:13**

God's ______________ are bountiful. "Supply all my needs according to His riches in glory." **Phil. 4:19.**

6. The five "T's" of Christian Stewardship:

T_________________

T_________________

T_________________

T_________________ and

T_________________.

**Byron Dulan**
**Preparing to Take Off Ministries**

## GOD'S BOUNTIFUL STOREHOUSE OF RESOURCES

| | | |
|---|---|---|
| A. Multiplying existing resources | Widow with the pots of oil.<br>Feeding the 5,000 | 2 Kings 4<br>Mt. 14:15-21 |
| B. Gifts from Believers | Building the Tabernacle | Ex 36: 5-7 |
| C. Back wages | Israelites given Egyptian jewels | Ex. 12:35,36 |
| D. Grants from Gov't | Nehemiah building Jerusalem's wall | Neh. 2:8 |
| E. Gifts from Unbelievers | Pharaoh giving Goshen to Jacob | Gen. 47:6 |
| F. Gifts in Kind | Dorcas distributing coats etc. | Acts 9:39 |
| G. Technical assistance | Bezaleel fashioning Sanctuary furniture | Ex. 31:1-6 |
| H. Collaboration (Coalition) | Abraham's rescue of Lot | Gen 14:11-14 |
| I. Borrowing | Jesus' use of the donkey | Lu 19:29-35 |
| J. Barter (exchange) | Jacob and Esau: beans for birthright | Gen 25:33 |
| K. Investment Pledge | Ananias and Sapphira sale of property | Acts 5:1-5 |
| L. Abandonment (Lost and found) | The Syrian Army's desertion | 2 Kings 7 |
| M. Gifts from wealthy believers | Joseph of Arimathea and Nicodemus in Jesus' burial | Jn. 19:38,39 |
| N. Miracle | Water from the Rock - Meribah<br>Manna | Ex. 17<br>Ex. 16 |

**Byron Dulan**
**Preparing to Take Off Ministries**

# To Go!

Let Olive Garden To Go! help make your family meal special. It's our pleasure to help you relax and enjoy a traditional Italian meal with your family.

Just call ahead and we'll have your order hot and ready to pick up at your convenience. *Enjoy!*

## Antipasti (Appetizers)

### Create a Sampler Italiano
Choose from: calamari, stuffed mushrooms, fried zucchini, chicken fingers, fried mozzarella or toasted meat ravioli.
Three Choices 9.50 Two Choices 8.50

### Bruschetta
A traditional topping of roma tomatoes, fresh basil and extra-virgin olive oil. Served with toasted ciabatta bread. 6.25

### Stuffed Mushrooms
Parmesan, romano and mozzarella cheese, clams and herb breadcrumbs baked in mushroom caps. 6.75

### Hot Artichoke-Spinach Dip
A blend of artichokes, spinach and cream cheese. Served with Tuscan bread. 7.50

### Smoked Mozzarella Fonduta *New!*
Oven-baked smoked mozzarella, provolone, parmesan and romano cheese. Served with Tuscan bread. 7.50

### Mussels di Napoli
Mussels in the shell, simmered with wine, garlic-butter and onions. 8.75

### Dipping Sauces for Breadsticks
Freshly prepared alfredo or marinara sauce, served warm. 2.95

### Sicilian Scampi
Large shrimp sautéed in extra-virgin olive oil with white wine, garlic and lemon. 9.95

### Calamari
Tender calamari, lightly breaded and fried. Served with parmesan-peppercorn and marinara sauces. 8.25

## Zuppe e Insalate (Soups & salads)

### Pasta e Fagioli
White and red beans, ground beef, tomatoes and pasta in a savory broth. 4.50

### Minestrone
Fresh vegetables, beans and pasta in a light tomato broth - a vegetarian classic. 4.50

### Zuppa Toscana
Spicy sausage, russet potatoes and cavolo greens in a creamy broth. 4.50

### Garden-Fresh Salad
Our famous house salad, tossed with our signature Italian dressing. 5.25

### Grilled Chicken Caesar
Grilled chicken over romaine in a creamy Caesar dressing topped with imported parmesan cheese and croutons. 8.95

## Pizzas (Pizzas)

### Create Your Own Pizza
Choose up to four toppings. 10.50

- Pepperoni
- Italian sausage
- Mushrooms
- Onions
- Bell peppers
- Black olives
- Artichokes
- Roma tomatoes

### Chicken Alfredo Pizza
Pizza topped with grilled chicken, Italian cheeses, alfredo sauce and scallions. 10.50

Specialties inspired by our Culinary Institute of Tuscany.

**Garden Fare**® – Our delicious low fat entrées. Ask for our Nutrition Information Guide.

Prices and menu items are subject to change.

## Cucina Classica (Classic Recipes)

### Lasagna Classico
Layers of pasta, meat sauce and mozzarella, ricotta, parmesan and romano cheese. 12.75

### Eggplant Parmigiana
Lightly breaded eggplant, fried and topped with marinara sauce, mozzarella and parmesan cheese. 11.75

### Linguine alla Marinara
Pasta with a zesty blend of ripe tomatoes, onions and herbs. 9.50

### Spaghetti with Meat Sauce
Traditional meat sauce seasoned with garlic and herbs over spaghetti. 10.50

### Chicken Parmigiana
Parmesan-breaded chicken breasts, fried and topped with marinara sauce and mozzarella cheese. 13.25

### Steak Gorgonzola-Alfredo
Grilled beef medallions drizzled with balsamic glaze, served over fettuccine tossed with spinach and gorgonzola-alfredo sauce. 14.95
*Steak prepared medium unless otherwise requested.*

### Fettuccine Alfredo
Parmesan cream sauce with a hint of garlic, served over fettuccine. 11.95

### Sausage & Peppers Rustica
Italian sausage, bell peppers and mozzarella with penne in a bold marinara sauce. 10.95

### Five Cheese Ziti al Forno *New!*
Ziti pasta baked with marinara sauce, herbed ricotta, parmesan, romano, fontina and mozzarella cheese. 11.25

### Capellini Pomodoro
Roma tomatoes, garlic, fresh basil and extra-virgin olive oil tossed with capellini. 9.95

### Spaghetti & Meatballs
Traditional meat sauce over spaghetti with meatballs (or Italian sausage). 12.50

### Tour of Italy
Homemade lasagna, lightly breaded chicken parmigiana and creamy fettuccine alfredo. 15.50

## La Griglia (The Grill)

### Pork Filettino
Grilled pork tenderloin marinated in extra-virgin olive oil and rosemary. Served with Tuscan potatoes and bell peppers. 16.50

### Herb-Grilled Salmon *New!*
Salmon filet brushed with Italian herbs and extra-virgin olive oil. Served with seasoned broccoli. 15.75

### Tuscan T-Bone
Grilled 18 oz choice T-bone brushed with Italian herbs. Served with Tuscan potatoes and bell peppers. 20.25

### Mixed Grill
Skewers of grilled marinated steak and chicken with a rosemary demi-glace, served with grilled vegetables and Tuscan potatoes. 15.50
*Steak prepared medium unless otherwise requested.*

## Pasta Ripiena (Filled Pastas)

### Three Meat Ravioli
Ravioli filled with beef, Italian sausage and chicken topped with sage-butter and basil-marinara sauces, drizzled with fresh pesto. 12.50

### Manicotti Formaggio
Ricotta, mozzarella, parmesan cheese and herbs, baked in pasta rolls with marinara sauce. 12.25

### Cheese Ravioli
Cheese-filled ravioli topped with marinara or meat sauce and melted Italian cheeses. 10.50

### Ravioli di Portobello
Portobello mushroom-filled ravioli in a creamy smoked cheese and sun-dried tomato sauce. 11.50

**All pizza, lunch and dinner entreés include freshly baked breadsticks and your choice of homemade soup or garden-fresh salad.
Please indicate how many soups and salads are in your order.**

Olive Garden

F6101.1

# To Go!

Let Olive Garden To Go! help make your family meal special. It's our pleasure to help you relax and enjoy a traditional Italian meal with your family.

Just call ahead and we'll have your order hot and ready to pick up at your convenience. *Enjoy!*

## Pollo (Chicken)

**Chicken Giardino**
Fresh vegetables and chicken tossed with farfalle pasta in a lemon-herb sauce. 11.50

**Chicken Vino Bianco**
Pan-seared chicken breasts with mushrooms, tomatoes, onions and garlic in a white wine butter sauce over linguine. 13.25

**Garlic-Herb Chicken con Broccoli**
Rosemary-seasoned chicken breasts sautéed with fresh broccoli in a garlic cream sauce over orecchiette pasta. 12.95

**Chicken Castellina**
Chicken, mushrooms, artichokes and pancetta sautéed in a smoked cheese and sun-dried tomato sauce, tossed with penne. 13.50

**Stuffed Chicken Marsala**
Oven-roasted chicken breast stuffed with Italian cheeses and sun-dried tomatoes, topped with mushrooms and a creamy marsala sauce. Served with garlic parmesan mashed potatoes. 14.95

**Chicken Alfredo**
Grilled chicken tossed with fettuccine and fresh alfredo sauce. 13.95

**Chicken Marsala**
Sautéed chicken breasts in a savory sauce of mushrooms, garlic and marsala wine. Served with Tuscan potatoes and bell peppers. 14.50

**Chicken Scampi**
Chicken breast tenderloins sautéed with bell peppers, roasted garlic and onions in a garlic cream sauce over angel hair. 13.95

## Pesce (Fish & Seafood)

**Mediterranean Shrimp Scampi**
Large shrimp sautéed with vine-ripened cherry tomatoes and olives in a garlic-butter sauce, served over linguine. 15.75

**Shrimp Primavera**
Shrimp, bell peppers, onions and mushrooms in a bold arrabbiata sauce over penne. 14.25

**Shrimp and Crab Ravioli**
Shrimp and crab-filled ravioli in a creamy seafood sauce, topped with shrimp and sun-dried tomatoes. 14.25

**Parmesan Crusted Tilapia** *New!*
Oven-baked delicate white fish crusted with parmesan cheese. Served with Italian vegetables over angel hair tossed in a light garlic-butter sauce. 14.50

**Seafood Alfredo**
Sautéed shrimp and scallops tossed with creamy fettuccine alfredo. 14.75

**Seafood Portofino**
Mussels, scallops, shrimp and mushrooms with linguine in a garlic-butter wine sauce. 15.25

Seafood selections subject to availability.

## Bevande (Beverages)

**San Pellegrino Sparkling Mineral Water • Acqua Panna Natural Spring Water**
Available in full liter and half liter bottles.

**Specialty Sodas:** Sicilian Splash • Italian Sodas

**Coffees, Hot Teas and Soft Drinks**

Specialties inspired by our Culinary Institute of Tuscany.

**Garden Fare**® – Our delicious low fat entrées. Ask for our Nutrition Information Guide.

Prices and menu items are subject to change.
We accept: American Express, Mastercard, VISA, Discover, Diners Club International

**Visit us at olivegarden.com for more information**

# Lunch Entrées

**Lasagna Classico**
Layers of pasta, meat sauce and mozzarella, ricotta, parmesan and romano cheese. 8.75

**Eggplant Parmigiana**
Lightly breaded eggplant, fried and topped with marinara sauce, mozzarella and parmesan cheese. 8.25

**Capellini Pomodoro**
Roma tomatoes, garlic, fresh basil and extra-virgin olive oil tossed with capellini. 7.95

**Chicken Parmigiana**
Parmesan-breaded chicken breast, fried and topped with marinara sauce and mozzarella cheese. 9.50

**Ravioli di Portobello**
Portobello mushroom-filled ravioli in a creamy smoked cheese and sun-dried tomato sauce. 8.75

**Fettuccine Alfredo**
Parmesan cream sauce with a hint of garlic, served over fettuccine. 8.25

**Garlic-Herb Chicken con Broccoli**
Rosemary-seasoned chicken breast sautéed with fresh broccoli in a garlic cream sauce over orecchiette pasta. 9.95

**Chicken Giardino**
Fresh vegetables and chicken tossed with farfalle pasta in a lemon-herb sauce. 8.95

**Grilled Chicken Spiedini** *New!*
Skewered chicken marinated in Italian herbs and extra-virgin olive oil. Served with Tuscan potatoes and grilled vegetables. 10.25

**Seafood Portofino**
Mussels, scallops, shrimp and mushrooms with linguine in a garlic-butter wine sauce. 11.25

**Spaghetti with Meat Sauce**
Traditional meat sauce seasoned with garlic and herbs over spaghetti. 8.25

**Linguine alla Marinara**
Pasta with a zesty blend of ripe tomatoes, onions and herbs. 7.50

**Spaghetti & Meatballs**
Traditional meat sauce over spaghetti with meatballs (or Italian sausage). 9.25

**Cheese Ravioli**
Cheese-filled ravioli topped with marinara or meat sauce and melted Italian cheeses. 7.95

**Manicotti Formaggio**
Ricotta, mozzarella, parmesan cheese and herbs, baked in pasta rolls with marinara sauce. 8.95

**Chicken Scampi**
Chicken breast tenderloins sautéed with bell peppers, roasted garlic and onions in a garlic cream sauce over angel hair. 10.50

**Shrimp Primavera**
Shrimp, bell peppers, onions and mushrooms in a bold arrabbiata sauce over penne. 10.50

**Chicken Alfredo**
Grilled chicken tossed with fettuccine and fresh alfredo sauce. 10.25

**Seafood Alfredo**
Sautéed shrimp and scallops tossed with creamy fettuccine alfredo. 10.95

**Soup, Salad & Breadsticks**
Our garden-fresh salad, choice of homemade soup and warm garlic breadsticks. 6.95
Available until 4 p.m. daily at this special price.

Seafood selections subject to availability.

## Dolce (Desserts)

| | | |
|---|---|---|
| **Tiramisu** 5.50 | **Berry Crostada** 4.95 | **Lemon Cream Cake** 5.75 |
| **White Chocolate Raspberry Cheesecake** 5.75 | **Chocolate Lasagna** 5.75 | **Black Tie Mousse Cake** 5.95 |

**All pizza, lunch and dinner entreés include freshly baked breadsticks and your choice of homemade soup or garden-fresh salad.
Please indicate how many soups and salads are in your order.**